



**GLEN EIRA CITY COUNCIL**

**SPECIAL COUNCIL MEETING**  
under s84(3) of the Act

**TUESDAY 26 JUNE 2018**

**AGENDA**

**Meeting to be held in the Council Chambers,  
Corner Hawthorn & Glen Eira Roads, Caulfield  
at 6.30 pm**

*"The primary object of a Council  
is to endeavour to achieve  
the best outcomes for the local community  
having regard to the  
long term and cumulative effects of decisions."*

- s3c(1) Local Government Act

**Councillors:** The Mayor, Councillor Tony Athanasopoulos  
Councillor Clare Davey  
Councillor Mary Delahunty  
Councillor Margaret Esakoff  
Councillor Jamie Hyams  
Councillor Jim Magee  
Councillor Joel Silver  
Councillor Dan Sztrajt  
Councillor Nina Taylor

**Chief Executive Officer:** Rebecca McKenzie



**AGENDA for the SPECIAL MEETING OF THE  
GLEN EIRA CITY COUNCIL to be held on 26 June 2018**

**1. ACKNOWLEDGEMENT**

In the spirit of respect, Council acknowledges the people and elders of the Boon Wurrung people of the Kulin Nation past and present who have traditional connections and responsibilities for the land on which Council meets.

**2. APOLOGIES**

**3. OATH OF OFFICE AND DISCLOSURES OF INTERESTS**

Councillors are reminded that we remain bound by our Oath of Office to undertake the duties of the office of Councillor in the best interests of the people of the municipal district of Glen Eira and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in us under the Local Government Act or any other Act, to the best of our skill and judgement.

Councillors are also reminded of the requirement for disclosure of conflicts of interest in relation to items listed for consideration on the Agenda, or which are considered at this meeting, in accordance with Sections 77 to 79 of the Local Government Act.

**4. PRESENTATION OF OFFICERS REPORTS**

4.1	Adoption of the Council and Community Plan and Strategic Resource Plan
4.2	Adoption of 2018-19 Draft Annual Budget
4.3	Declaration of Rates & Charges 1 July 2018 to 30 June 2019
4.4	2018 General Revaluation Return
4.5	Supplementary Valuations 1 July 2016 - 30 June 2018

**4.1 ADOPTION OF THE COUNCIL AND COMMUNITY PLAN AND STRATEGIC RESOURCE PLAN**

**Author:** Peter Jones, Director Community Wellbeing

**Trim No:** 18/1145183

**Attachments:** 1. Glen-Eira Council and Community Plan 2017-2021  
2. Our 2018-2019 Commitments  
3. Strategic Resource Plan 2018-19 to 2026-27

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**PURPOSE AND SUMMARY**

To adopt the *Council and Community Plan 2017-2021* (Attachment 1) and 2018-2019 Community Plan Commitments (Attachment 2) including the associated *Strategic Resource Plan 2018-19 to 2026-27* (SRP) (Attachment 3) that meets the requirements of s125 of the Local Government Act 1989.

**RECOMMENDATION**

That Council adopts: the Council and Community Plan 2017-2021 and associated 2018-2019 Council and Community Plan Commitments; and the Strategic Resource Plan 2018-19 to 2026-27.

**BACKGROUND**

In 2016-2017 a comprehensive community consultation process was undertaken to determine the issues and themes to be addressed in the Council and Community Plan. The consultation included 500 phone surveys, 6 community meetings, 6 focus groups and an online consultation page. In addition to this consultation, demographic data and key government and social policies informed the development of the draft Council and Community Plan 2017-2021.

On 1 May 2018 Council resolved to give Public Notice of the draft Council and Community Plan 2017-2021 including the Strategic Resource Plan (SRP). The statutory notice was placed in The Age of 3 May 2018.

Public consultation of the draft Council and Community Plan 2017-2021 (including the SRP) closed on 31 May 2018. Promotion of the consultation was advertised in The Age, the Caulfield Leader, the Moorabbin Leader, on Council's website and Facebook page. An electronic copy of the draft Council and Community Plan was placed on Council's website and hard copies made available in the Service Centre, Glen Eira libraries, Senior Citizen Centres, Maternal and Child Health Centres, Youth Services and Glen Eira Sports and Aquatic Centre.

**ISSUES AND DISCUSSION**

Comments and submissions on the Council and Community Plan (including SRP) could be sent via email to [mail@gleneira.vic.gov.au](mailto:mail@gleneira.vic.gov.au) or sent via the post to Glen Eira City Council.

No submissions were received.

**Changes to Documents**

In response to recent feedback from Reconciliation Australia Officers have amended the 2018-19 Community Plan Commitments to update the proposed Reconciliation Action Plan (RAP) Commitment from a “reflect” RAP to an “innovate” RAP.

Reconciliation Australia advised that Council already meets the requirements of a “reflect” RAP and that the more advanced “innovate” is now appropriate.

**FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

The *Council and Community Plan 2017-2021* is the Council's primary strategic document for the next four years. The *Strategic Resource Plan 2018-19 to 2026-27* outlines Council's financial direction for the next ten years.

**POLICY AND LEGISLATIVE IMPLICATIONS**

Pursuant to s125 of the *Local Government Act 1989* Glen Eira City Council must ‘*prepare and approve a Council Plan within the period of 6 months after each general election or by the next 30 June, whichever is later*’. All requirements of s125 have been met to date in the development of the *Council and Community Plan 2017-2021* (including SRP).

**COMMUNICATION AND ENGAGEMENT**

As noted above, extensive opportunity has been provided to the community to provide feedback on the draft Council and Community Plan 2017–2021 (including SRP).

**LINK TO COUNCIL AND COMMUNITY PLAN**

Theme Five: Informed and Engaged

A well governed Council that is committed to transparency and engages residents in decision-making.

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

**CONCLUSION**

Council to adopt the *Council and Community Plan 2017-2021*, the *2018-19 Commitments* including the *Strategic Resource Plan 2018-19 to 2026-27* and submit this Plan to the Minister for Local Government by 30 June 2018.





GLEN EIRA  
CITY COUNCIL

BENTLEIGH  
BENTLEIGH EAST  
BRIGHTON EAST  
CARNEGIE  
CAULFIELD  
ELSTERNWICK  
GARDENVALE  
GLEN HUNTLY  
MCKINNON  
MURRUMBEENA  
ORMOND  
ST KILDA EAST

# GLEN EIRA COUNCIL AND COMMUNITY PLAN 2017–2021





Glen Eira City Council acknowledges the Boon Wurrung people of the Kulin Nation as the traditional landowners and the historical and contemporary custodians of the land on which the City of Glen Eira and surrounding municipalities are located.

We acknowledge and pay tribute to their living culture and their unique role in the life of this region.

# GLEN EIRA COUNCIL AND COMMUNITY PLAN 2017–2021

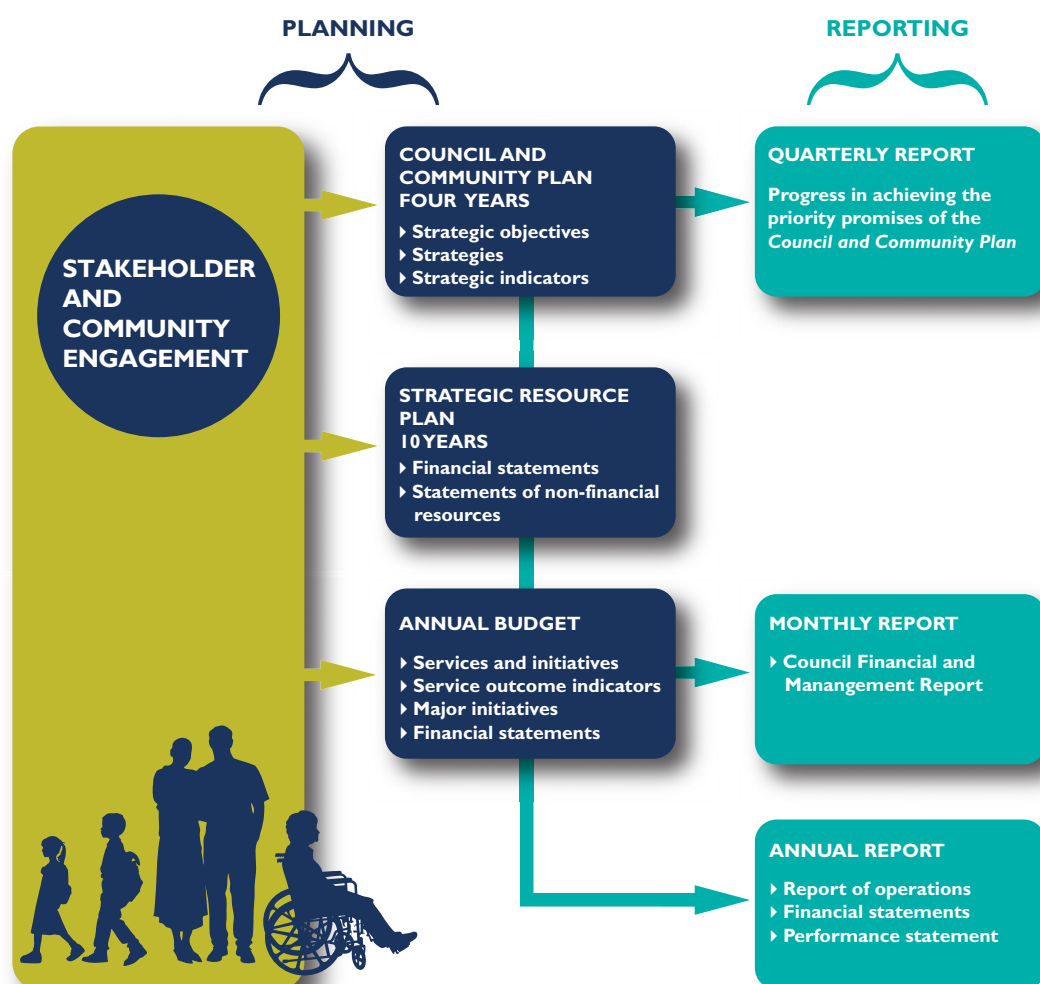
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## INTRODUCTION

The *Glen Eira Council and Community Plan 2017–2021 (the Plan)* sets a vision for the City of Glen Eira and identifies our goals and aspiration for the next four years.

This *Plan* has been formulated in partnership with our community. It provides a guide for individuals, businesses, local groups and other levels of government on strategic priorities for the City. These priorities have been developed from information gathered through a consultative process, supported by an analysis of demographic data, and with reference to key government and social policies.

Our *Council and Community Plan* is the strategic framework for all Council plans and activities. The *Strategic Resource Plan*, which forms part of this *Plan*, is a rolling 10 year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the *Council and Community Plan*. The diagram below outlines our planning and accountability framework.



The *Plan* is structured around five key priority areas that will drive Council activities over the next four years.



## ABOUT THE CITY OF GLEN EIRA

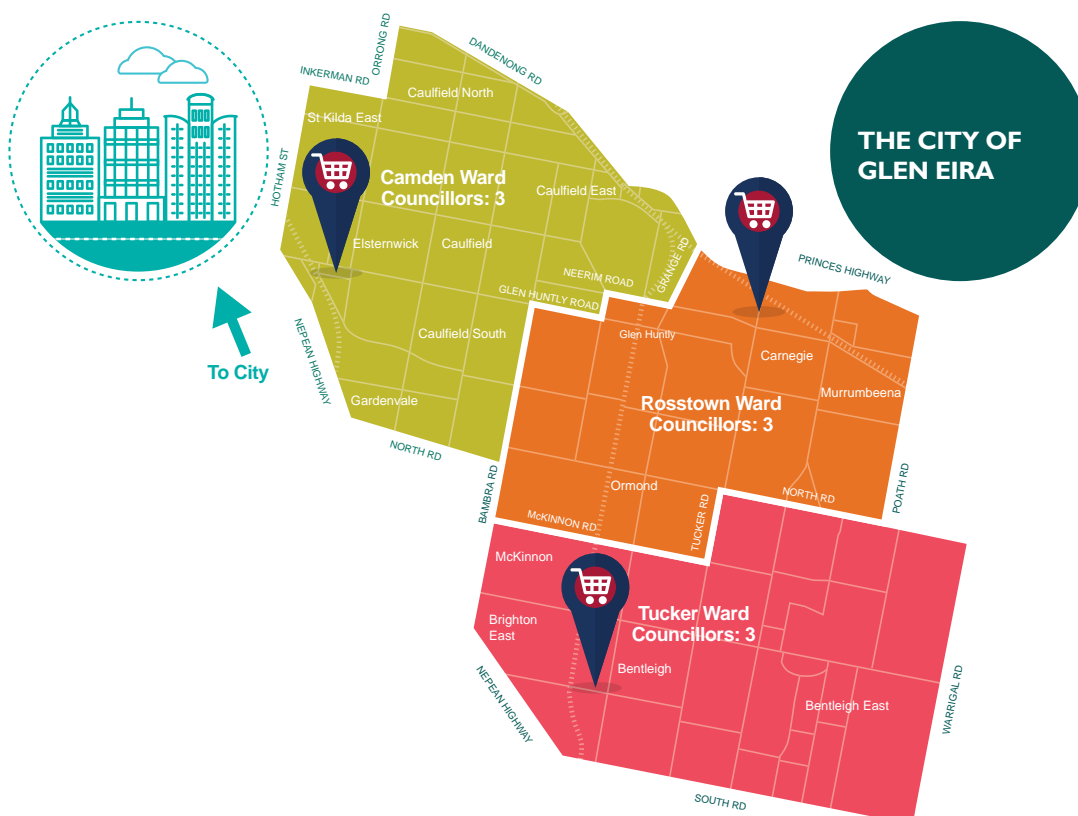
The area that makes up the City of Glen Eira rests on the traditional lands of the Boon Wurrung people of the Eastern Kulin Nation. The Boon Wurrung have lived on and been connected to the land to the south and east of Melbourne, from the Werribee River to Wilson's Promontory, for thousands of years.

The City of Glen Eira covers an area of 39 km<sup>2</sup> and includes the suburbs of Bentleigh, Bentleigh East, Carnegie, Caulfield, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena, Ormond and parts of Brighton East and St Kilda East.

The area of Glen Eira is approximately 10 kilometres from Melbourne's central business district. With close proximity to Melbourne, Glen Eira is well served by public transport; local infrastructure; parks and recreation reserves; and shopping precincts.

The suburbs of Glen Eira have defined identities and neighbourhoods that many consider villages. These are connected with leafy, tree lined streets and spacious streetscapes, which are valued by our community. People who live in our community tell us that Glen Eira is a great place to live and raise families.

The major precincts of Koornang Road (Carnegie), Glenhuntly Road (Elsternwick) and Centre Road (Bentleigh) provide a variety of retail, leisure and entertainment opportunities, each with their own culture and history.



IN TOTAL, COUNCIL IS THE STEWARD FOR MORE THAN \$2B IN COMMUNITY ASSETS AND INFRASTRUCTURE. WE ARE COMMITTED TO MANAGING THESE ASSETS RESPONSIBLY ON BEHALF OF THE COMMUNITY.

OUR CITY CONSISTS OF:



## WHO WE ARE

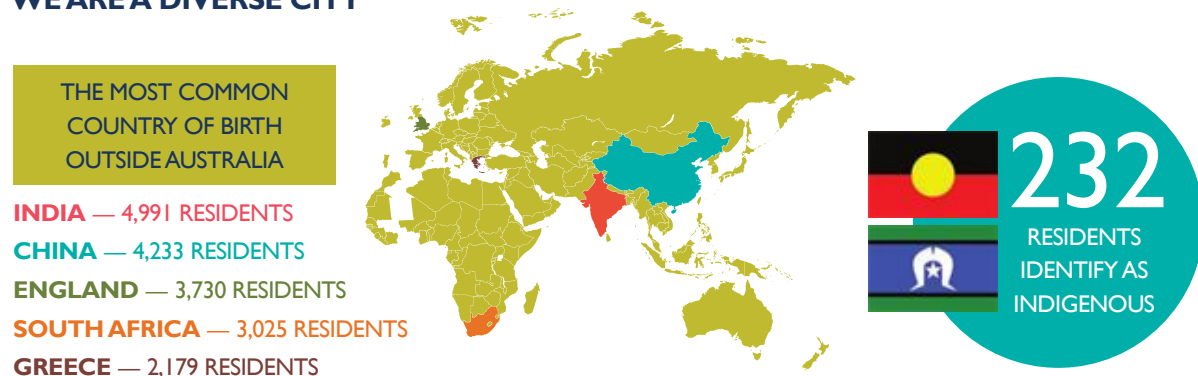
The residents of Glen Eira are diverse and span a wide range of cultures, household types and ages. There are 51,899 households in the City, the most common type being couples with children. Our population will continue to grow and our demographics will change — it's important that we work with the community to consider the best way to meet these changing needs.

## WE ARE A GROWING CITY

### POPULATION FORECAST



## WE ARE A DIVERSE CITY



[1] <http://profile.id.com.au/glen-eira>



4.3 PER CENT OF RESIDENTS REQUIRE ASSISTANCE WITH THEIR DAY-TO-DAY LIVES DUE TO DISABILITY. THE MAJORITY OF THESE RESIDENTS ARE AGED OVER 80.



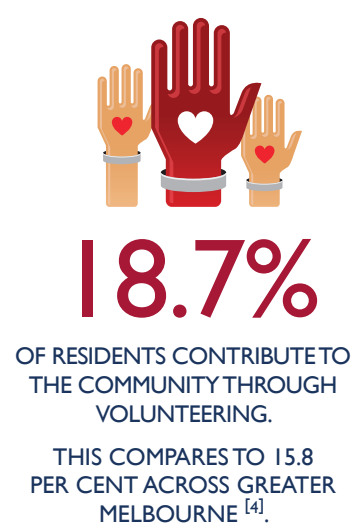
## WE ARE A PROSPEROUS CITY

Glen Eira has a significantly lower percentage of residents receiving forms of income support and residents in our municipality also have higher median incomes than Greater Melbourne.

### EMPLOYED RESIDENTS



## WE ARE A COMMUNITY ORIENTATED CITY



[1] [2] [4] <http://profile.id.com.au/glen-eira>

[3] <https://www.vichealth.vic.gov.au/~media/indicators>

## RESPONDING TO NEW CHALLENGES

**The *Glen Eira Council and Community Plan* aims to ensure that the City of Glen Eira remains amongst the most liveable, accessible, healthy and safest municipalities in the state.**

Glen Eira is a popular place to live and as a middle ring municipality, there is pressure on Glen Eira to grow. Our *Council and Community Plan* provides the opportunity to let our community know that we will advocate to protect local zoning rights and be a voice for community concerns on planning issues.

Council will need to respond to:

- A review of the *Local Government Act*, which is signalling reforms that seek to enhance local democracy, improve corporate efficiency, increase transparency of decision-making and facilitate collaboration. The changes will impact on Council processes and establish a clearer and more accessible reporting regime and improve commitments to community engagement.
- The State Government's *Fair Go Rates System*, which imposes a cap on Council rates reflecting Consumer Price Index. These limitations impact significantly on Council income, which will compound each year over the life of this *Council and Community Plan*. While we are currently in a good financial position, Council will need to consider and reflect these limitations in our annual budget and priorities.

All of these challenges require us to be future focused and innovative. Our efforts will enhance quality of life and amenity, not only for current residents, but also for our resident population of the future. The themes encapsulated in this *Plan* reflect these challenges.

## HOW THIS PLAN WAS DEVELOPED

In 2016, Council commenced a different way of engaging with the community. Traditionally, Council has engaged with the community on individual projects, however we know that better engagement occurs when we build a positive and ongoing conversation with our residents. We have focused on more accessible and visible two-way communication and engagement opportunities across all key activity centres to enable Council to understand and establish a stronger sense of Glen Eira's strategic vision.

Council's community engagement activity for the development of this *Plan*, illustrates that we are committed to understanding our community's needs and aspirations. More specifically, Council has actively interacted with members of the community more than 10, 000 times through community consultation activities.

Our engagement approach has been diverse and co-ordinated through a range of interactions, including face-to-face, online, hard copy, email and telephone. For example, Council sought feedback for seven Council strategies, including this *Council and Community Plan* in the 2016–17 financial year. We have asked the community about the review of our *Planning Scheme*, a new *Disability Action Plan*, an *Environmental Sustainability Strategy*, your vision for Glen Eira's Libraries, a new open space proposal, a new *Sustainable Transport Strategy* as well as seeking feedback on 17 activity centres and shopping strips.

**IN 2016, COMMUNITY ENGAGEMENT SAW COMMUNITY MEMBERS INTERACT WITH COUNCIL IN THE FOLLOWING WAYS ...**



**4,189**

PAPER BASED  
SURVEYS AND  
FEEDBACK FORMS  
WERE RETURNED



**3,251**

ELECTRONIC/ONLINE  
SURVEYS WERE  
COMPLETED



**1,039**

RESIDENTS  
PARTICIPATED IN  
PHONE SURVEYS



**575**

IPAD SURVEYS WERE  
COMPLETED AT  
EVENTS WITH  
ROVING STAFF



**199**

HARD COPY  
SUBMISSIONS WERE  
MADE



**369**

TOOK PART IN  
TARGETED FOCUS  
GROUPS



**316**

ACTIVELY  
COMMENTED ON  
OUR ONLINE HAVE  
YOUR SAY FORUMS



**391**

ATTENDING PUBLIC  
MEETINGS



**77**

RESIDENTS  
PARTICIPATED IN  
FORMAL INTERVIEWS

THIS PLAN WAS DEVELOPED BASED ON  
THE RESULTS OF THE ABOVE COMMUNITY  
ENGAGEMENT ACTIVITIES AS WELL AS  
SPECIFIC ENGAGEMENT UNDERTAKEN FOR  
THE COUNCIL AND COMMUNITY PLAN.

THE CONSULTATION INCLUDED:



**6**

SIX COMMUNITY  
MEETINGS WERE  
HELD



**500**

RESIDENTS WERE  
ENGAGED IN  
COMMISSIONED  
TELEPHONE RESEARCH

## WHAT YOU TOLD US

650

**PEOPLE ENGAGED IN  
CONSULTATIONS AROUND  
OUR COUNCIL AND  
COMMUNITY PLAN DURING  
JULY AND AUGUST 2016. THIS  
IS WHAT THEY SAID WERE  
THEIR MAIN PRIORITIES:  
(IN NO ORDER)**



### **OVER-DEVELOPMENT AND LOSS OF NEIGHBOURHOOD CHARACTER:**

- ▶ impact of development on heritage, neighbourhood character and community connection;
- ▶ impact on residents during development;
- ▶ communication by Council regarding the planning process;
- ▶ infrastructure to support development; and
- ▶ advocacy around quality, affordable and environmentally sustainable housing.



### **TRAFFIC CONGESTION, PARKING AND TRANSPORT:**

- ▶ initiatives to manage traffic flow and parking;
- ▶ safety for pedestrians, cyclists and motorists;
- ▶ pathways, linkages and amenities to promote alternative modes of transport;
- ▶ enforcement of parking restrictions; and
- ▶ transport routes and services to key local places, including community transport.



### **SERVICES AND FACILITIES:**

- ▶ services across all demographics with a focus on ageing, youth, young families and disability;
- ▶ facilities and activities to reduce social isolation and promote health and wellbeing;
- ▶ continue to develop libraries and senior citizen centres;
- ▶ advocacy for accessible and affordable services to support those in need; and
- ▶ services spread across the municipality.



#### **PARKS, OPEN SPACE, WASTE AND SUSTAINABILITY:**

- ▶ appropriate planting and innovative use of streetscapes;
- ▶ more varied open space to meet diverse needs, including informal recreation opportunities;
- ▶ provision and maintenance of sporting/recreation facilities and parks;
- ▶ amenities and areas of interest in parks — walking paths, seats, shade, shelters, toilets; and
- ▶ shared commitment from Council, business and the community to address environmental issues.



#### **COMMUNITY SAFETY:**

- ▶ crime prevention and advocacy around increased local police presence and security;
- ▶ advocacy to improve cleanliness of railway stations and railway lines;
- ▶ street lighting, quality of footpaths and safe walking routes;
- ▶ consistent approach to graffiti and waste management; and
- ▶ response to social issues in the community eg. homelessness, mental health, family violence.



#### **COMMUNITY CONNECTION:**

- ▶ events and activities to bring people together;
- ▶ reduce barriers to social inclusion (accessible, affordable, information in different languages);
- ▶ build a sense of community by helping create active neighbourhoods/street parties;
- ▶ create opportunities for people to connect locally and volunteer; and
- ▶ support local community groups, sporting clubs and organisations.



#### **GOOD GOVERNANCE AND ENGAGEMENT:**

- ▶ transparent and accountable to the community;
- ▶ involving and informing the community about the decision-making process;
- ▶ formal and informal engagement with the community across all ages and demographics;
- ▶ keep rates low and deliver value-for-money services; and
- ▶ advocacy to higher levels of government on local issues.

**OUR ASPIRATIONS FOR THE FUTURE**

The aspirations of Councillors and community are for a City that is liveable, accessible, safe, sustainable and engaged.







## WHAT THE COMMUNITY SAID

“Make Glen Eira liveable, resilient and inclusive for all ages and abilities.”

“Council should take a strong advocacy role to prevent inappropriate development.”

“Developments should be made to provide enough parking.”

“Council should provide better communication regarding the planning process.”

“Minimise the impact on the community during development.”

“There should be stricter rules for new developments and building regulations should be enforced.”

“Restrict the impact of developments on neighbourhood character.”

“I’d like to have more diversity of shops and restaurants in the area.”



# THEME ONE

## LIVEABLE AND WELL DESIGNED

### **A well planned City that is a great place to live.**

We are committed to Glen Eira being a well designed City that is safe, attractive and vibrant for our residents and businesses. We will provide for social activities, employment and a range of residential opportunities.

Our town planning decision-making process will be fair, transparent, timely and inclusive. We will give residents the opportunity to contribute towards policies that affect their quality of life and their neighbourhood. Our approach will prioritise the uniqueness of each place and be informed by the views and perspectives of our diverse communities.

Our community infrastructure is essential to supporting liveability and we will design and manage our roads, buildings and community spaces to ensure Glen Eira remains a great place to live.

# THEME ONE

## LIVEABLE AND WELL DESIGNED

### LONG-TERM COMMUNITY GOAL:

**A well planned City is a great place to live.**

### THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

#### 1. CREATE PROSPEROUS, ACCESSIBLE AND VIBRANT URBAN PLACES

##### WE WILL:

- Develop and implement structure plans and a shared vision to guide future development, open space, business and transport improvements.
- Influence future development across Glen Eira's station, retail and dining precincts by revising our *Activity Centre, Housing and Local Economy Strategy*.
- Ensure future development respects and celebrates our heritage and character by establishing new building and development guidelines.
- Work with the community and stakeholders to create places that are diverse, vibrant, and prosperous.
- Deliver improvements to buildings, open spaces, parks and roads, as well as progress planning for future improvements to key Council facilities.

#### 2. ENCOURAGE DEVELOPMENT THAT BENEFITS THE COMMUNITY

##### WE WILL:

- Review our heritage places and provide stronger development guidelines to preserve and enhance Glen Eira's heritage buildings and precincts.
- In areas going through significant change, ensure developments take account of the wider local impacts such as the cost of infrastructure, open space and parking.
- Introduce planning policies that moderate developments and protect the character and amenity of our residential areas.
- Facilitate development that positively contributes to the local community socially, environmentally, and economically.
- We will proactively seek opportunities to incorporate social and/or affordable housing outcomes in urban renewal sites.
- We will commence preparation of policies and an updated Municipal Strategic Statement which strengthen the conservation of trees on developments sites.



### **3. PROACTIVELY PLAN FOR AND MANAGE CHANGE WITHIN OUR URBAN PLACES**

#### **WE WILL:**

- Update the *Glen Eira Planning Scheme* by implementing the adopted actions of the 2016 *Planning Scheme Review*.
- Attempt to minimise the impact on the community's quality of life during major building construction through stricter guidelines and local laws for developers, and their enforcement.
- Aim to balance our community's aspirations on managing development, with State policies such as *Plan Melbourne*, which seeks to direct more housing and infrastructure in municipalities such as Glen Eira.

### **4. INVEST SUSTAINABLY IN OUR INFRASTRUCTURE AND COMMUNITY ASSETS**

#### **WE WILL:**

- Ensure new infrastructure assets meet the needs of our community.
- Review service needs to ensure strategic service planning informs investment.
- Maintain and renew our assets to ensure they meet the required standards.

# THEME ONE

## LIVEABLE AND WELL DESIGNED

### ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Stronger partnerships with State Government and adjoining councils in planning for and funding key regional infrastructure.
- Victorian Civil and Administrative Tribunal (VCAT) reform to implement local policy and restrict the substitution of amended proposals.
- State Government leadership in facilitating and enabling the provision of social and affordable housing by supporting 'Outcome 2' policies in *Plan Melbourne* that seek to increase the supply of social and affordable housing.
- An assurance that 'value capture' development above locations subject to level crossing removals, will be appropriate to the local context and sensitive to community concerns.
- State Government inclusion of social and/or affordable housing outcomes in development sites over which they have decision-making influence, including but not limited to level crossing removals value capture sites.
- Increased State Government responsiveness to legitimate community concerns around the operation of rooming houses.

### HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- Our community will report increased satisfaction with Council's communication with the planning process and with the opportunities to have a say in planning decisions and planning policy formulation.
- Our community will report increased satisfaction with Council's planning for population growth.
- A minimum 70 per cent of residents will report that their quality of life is good or very good.
- There will be a reduction in commercial vacancy rates within Bentleigh, Carnegie and Elsternwick shopping centres.
- We will see an increase in planning decisions upheld at VCAT following the implementation of new policies in our *Planning Scheme*.
- There will be an increase from 2017 figures on the level of diversity within available housing stock.
- In 2017, we will adopt structure plans for Carnegie, Bentleigh and Elsternwick.



**OUR 2017–18 COMMITMENTS**

- We will deliver detailed structure plans for Bentleigh, Carnegie and Elsternwick, which address development, open space, business and transport, and an *Activity Centre, Housing and Local Economy Strategy* or all our centres.
- We will commence community consultation and a feasibility study to develop a new vibrant community hub in Elsternwick.
- We will update and refresh a minimum of three key Council community infrastructure strategies relating to recreation, open space and facilities.
- We will develop and implement policies and controls that protect heritage, and the character of our residential areas.
- We will invest a minimum of \$30M annually through Council's capital works program.
- We will develop concepts for Lord Reserve; Carnegie Swim Centre; and Koornang Park to create a community focused, multi-use recreation precinct.
- We will develop a statement of commitment on housing affordability and work with neighbouring councils to develop a regional perspective.





## WHAT THE COMMUNITY SAID

“There is an over reliance on  
motor vehicles.”

“I would like more community  
bus routes.”

“There needs to be better  
enforcement of parking restrictions —  
especially near stations.”

“Improve pathways and linkages to  
enable active transport.”

“Our community needs better  
connection between different forms  
of public transport.”

“Encourage and support alternate  
forms of transport — walking, cycling  
and public transport.”

“We need to fix traffic issues like  
speed, congestion and street parking.”

“There should be better planning  
of transport routes and services to  
key local places, such as Glen Eira  
Sports and Aquatic Centre.”

## THEME TWO

### ACCESSIBLE AND WELL CONNECTED

#### **A City that is easy to move around, full of safe travel options and walkable neighbourhoods.**

We are committed to maintaining a safe footpath network, upgrading bicycle routes and coming up with new solutions to address parking demands. We will encourage various modes of transport, including walking. Our aspiration is to create neighbourhoods where people can access the goods and services they need, within 20 minutes of where they live, travelling by foot, bicycle or public transport.

Our transport network will be safe for pedestrians, cyclists and motorists. It will address the demands of today and cater for Glen Eira's future.

# THEME TWO

## ACCESSIBLE AND WELL CONNECTED

### LONG-TERM COMMUNITY GOAL:

**A City that is easy to move around: full of safe travel options and walkable neighbourhoods.**

### THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

- 1. DEVELOP A HOLISTIC APPROACH TO TRANSPORT AND PARKING, WHICH INVOLVES PLANNING AND ACCOMMODATING FOR RESIDENTS AND VISITORS, THE INDIVIDUAL'S JOURNEY AND THE CITY AS A WHOLE.**

#### **WE WILL:**

- Develop an integrated approach on the many different ways we can move around the City; with a focus on safer, greener and walkable neighbourhoods.
- Improve our local streets and shared paths through the implementation of a revised cycling strategy, walking strategy and street design guidelines.

- 2. ADDRESS THE COMMUNITY'S PARKING NEEDS TO MINIMISE IMPACTS ON COMMUNITY WELLBEING, AND IMPROVE THE CONNECTIONS AND THE VIBRANCY OF THE CITY.**

#### **WE WILL:**

- Manage public parking within built up areas and shopping precincts through targeted improvements.
- Address the impact of new developments by reviewing the parking requirements within our *Planning Scheme* to ensure that developments provide their fair share of on-site parking and minimise the impacts on the amenity of local streets.
- Prepare a strategic, municipal-wide review of car parking and traffic to help inform future decision-making regarding parking provision.





**3. REDUCE CAR CONGESTION BY ENCOURAGING GREATER LOCAL EMPLOYMENT, HEALTH, EDUCATION AND SHOPPING OPPORTUNITIES CLOSE TO HOME AND PUBLIC TRANSPORT NETWORKS.**

**WE WILL:**

- Explore local planning policy, to ensure that it encourages local employment opportunities.
- Undertake place-based planning that encourages greater employment, residential and business opportunities within our urban places.

**4. ENHANCE ROAD USER SAFETY WITH PARTICULAR FOCUS AROUND SCHOOLS AND ACTIVITY CENTRES.**

**WE WILL:**

- Update our *Road Safety Strategy* with the latest VicRoads data (Road Crash Information Systems) and publish an update of the action plan.
- Continue and monitor our program of safety audits around schools.
- Through our parking enforcement framework, ensure our drivers park in a safe and fair manner.

# THEME TWO

## ACCESSIBLE AND WELL CONNECTED

### ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- State Government and adjoining councils to take a collaborative approach to transport planning.
- High quality design and integration of committed railway grade separation projects and a commitment to remove Glenhuntly Road and Neerim Road level crossings.
- Improved access to public transport, particularly more direct bus services linking existing rail and tram services to our shopping precincts and community places.
- Reduced speed limits and other road safety initiatives around school crossings and shopping centre precincts.
- The State Government to prioritise through-traffic on the roads that it is responsible for.

### HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- We will increase bicycle usage by 10 per cent from 2017 figures.
- A greater percentage of people (compared to 2017 numbers) will live within walking distance of a major transport node.
- We will construct five per cent of our missing link footpaths.
- We will achieve a five per cent improvement in the 'Walk Score' across the municipality.
- We will achieve a five per cent improvement rating of traffic management and parking facilities from the previous year's *Community Satisfaction Survey*.



## OUR 2017–18 COMMITMENTS

- We will develop a new integrated transport strategy, which identifies and sets the City's goals for various transport modes, with a focus on creating safer and walkable neighbourhoods.
- We will complete a municipal-wide car parking strategy.
- We will update our *Walking Strategy* with particular focus on improving pedestrian safety around schools, and creating incentives for our community to use sustainable forms of transport.
- We will revise our approach to implementing or amending parking restrictions to ensure that affected residents are consulted in all circumstances in advance of any changes being implemented.
- We will enhance our footpath renewal and upgrade programs to deliver more small area footpath improvement projects and also construct a number of missing link footpaths throughout the municipality.





## WHAT THE COMMUNITY SAID

“It is important that services are inclusive and represent the needs of the community.”

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“Glen Eira has excellent services for senior citizens.”

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“Support local community groups — they are vital for our community.”

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“I want to feel safe going out during the day and night.”

---

“What is important to me is a community where people feel connected.”

---

“I feel proud of my community and I want it to stay friendly and welcoming.”

---

“It’s important that we care for people in our community who need support.”

---

“Facilities like libraries, sport and recreation places and community centres help locals stay active and feel part of the community.”

## THEME THREE

### SAFE, HEALTHY AND INCLUSIVE

#### **A strong and safe community that connects people and enhances health and wellbeing.**

We are committed to being a community that is safe, healthy and inclusive. Our aim is to help people feel socially included, with access to quality support services. We will build a social environment that encourages participation, where people are safe in their homes and around our streets.

Our residents will have access to the services, activities and infrastructure that make it easy for them to stay healthy and get involved in community life. We will encourage and provide opportunities for our residents to lead active and healthy lives. We will support local community groups, organisations and networks that play an important role in providing opportunities and settings for people to connect.

Our libraries, pavilions, and community centres will be vibrant hubs that bring people together for recreation, learning and social interaction. Our events, festivals and cultural activities will promote community inclusion and celebrate our rich diversity.

# THEME THREE

## SAFE, HEALTHY AND INCLUSIVE

### LONG-TERM COMMUNITY GOAL:

**A strong and safe community that connects people and enhances health and wellbeing.**

### THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

#### 1. WORK IN PARTNERSHIP TO MAKE OUR CITY A SAFE AND INCLUSIVE PLACE FOR ALL.

##### WE WILL:

- Partner with key stakeholders such as Victoria Police to promote and enhance community safety throughout the City.
- Develop strategies to increase the safety of common walking routes eg. options for enhanced lighting where required, enhanced business activity along transport routes, etc.
- Develop an evidence-based approach to implementing localised crime prevention strategies.
- Work collaboratively with community stakeholders to reduce the incidence of family violence in our community.
- Support and run events, programs and activities, that help people to connect with each other, and create a sense of community.

#### 2. SUPPORT ACCESS TO A RANGE OF QUALITY AND VALUED SERVICES THAT MEET THE COMMUNITY'S NEEDS.

##### WE WILL:

- Provide services for children, youth and the aged that enhance the health and wellbeing outcomes of residents.
- Encourage volunteering by improving access to grants, delivering training and enhancing promotion of volunteering.
- Increase the access to and use of Council's community buildings and facilities.



### 3. DELIVER PROGRAMS AND ACTIVITIES TO PROMOTE A HEALTHY AND RESILIENT COMMUNITY.

#### WE WILL:

- Deliver programs and initiatives that support young people that are responsive to the feedback received through Council youth engagement activities, eg. *Resilience Youth Survey* of primary and secondary school students.
- Provide the community with support and information to build resilience and recover from local emergencies.
- Promote the health and development of young children through the delivery of quality Maternal and Child Health Services, parent education programs and family health and wellbeing initiatives.
- Deliver health promotion initiatives which educate and encourage an active and healthy lifestyle.
- Provide a greater range of library, sporting and recreation services to bring people together and encourage healthy lifestyles.
- Develop a *Municipal Public Health and Wellbeing Plan* that addresses mental health, obesity and drug related harms.
- Provide opportunities to communities who may be discriminated against, such as the Aboriginal and Torres Strait Islander community, disability community, culturally and linguistically diverse community and LGBTIQ community, to access programs, gain supports and engage in community life.
- Explore opportunities to create a dog agility park within the municipality.

# THEME THREE

## SAFE, HEALTHY AND INCLUSIVE

### ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Increased security and local police presence.
- The timely removal of graffiti from state and federal government owned assets.
- Access to affordable, safe, accessible and diverse housing.
- State and federal government initiatives that address social issues in the community.
- Funding for children's services, including child care and kindergarten services.
- Better funding for aged support services that meet community needs and enable residents to age in place.
- State and federal government funding for community infrastructure.

### HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- There will be an increase in the percentage of residents who agree this is a close-knit community.
- The level of satisfaction with the 'family support service' in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- There will be an increase in the percentage of residents that report that they feel safe to walk alone at night time.
- There will be an increase in the percentage of residents who participate in volunteering.





## OUR 2017–18 COMMITMENTS

- We will establish a Community Safety Committee with representation from Victoria Police, key stakeholder organisations, and community members.
- We will develop a comprehensive community safety plan in collaboration with the community that includes a range of crime prevention strategies.
- We will develop a transparent and prioritised program towards all-abilities access in all Council managed community facilities, aligned with Council's *Disability Action Plan*.
- We will incorporate the needs and feedback from our community consultation into the feasibility study for a vibrant, multi-functional hub in Elsternwick.





## WHAT THE COMMUNITY SAID

“We need a shared approach and commitment from Council, business and the community to address environmental issues.”

---

“I would like to see our Council lead the way on climate change.”

---

“I really appreciate the effort Council puts into maintaining its parks and gardens.”

---

“Glen Eira will become an inner city area — we need to protect our parks and open space.”

---

“Due to increasing development, more efforts need to be made to source additional land for sporting facilities.”

---

“Council provides great rubbish, recycling and hard waste collections.”

---

“Our tree-lined streets are great but Council should plant more natives.”

## THEME FOUR

### CLEAN AND SUSTAINABLE

#### **An attractive and sustainable environment for future generations.**

Our City will be attractive and environmentally sustainable.

We will protect the diversity of plants and animals, and provide for a healthy environment that supports our community to live healthy and happy lives. We will improve our own environmental sustainability and partner with our community to reduce our ecological footprint.

We will be a leader in providing access to high quality parks, open space and active recreation facilities, which are vibrant, and accessible. Our streets and built environment will be clean and inviting and we will continue to demonstrate leadership in our contemporary approaches to sustainability, waste management and recycling.

# THEME FOUR

## CLEAN AND SUSTAINABLE

### LONG-TERM COMMUNITY GOAL:

**An attractive and sustainable environment for future generations.**

### THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

#### 1. KEEP OUR CITY CLEAN AND ATTRACTIVE.

##### WE WILL:

- Continually improve our maintenance activities to keep the City clean, including looking for ways to incorporate new technologies such as mobile reporting and solar litter bin compaction.
- Progressively renew and revitalise our streetscapes.

#### 2. PRESERVE AND DEVELOP OUR OPEN SPACE TO MEET CURRENT AND FUTURE NEEDS.

##### WE WILL:

- Improve and upgrade our open spaces for passive and active recreation through our capital works program.
- Continue to explore opportunities to increase the amount of open space for recreation purposes, including access to schools, as well as state and federal government owned land.
- Protect and enhance biodiversity on Council land.

#### 3. INCREASE ENVIRONMENTAL SUSTAINABILITY AND PREPARE FOR THE EFFECTS OF CLIMATE CHANGE.

##### WE WILL:

- Help our community members to reduce their impact on the environment through education and support programs.
- Show leadership in sustainability in our waste, water and energy usage practices.
- Demonstrate a clear focus on energy sustainability in our capital projects, in design, construction and operations.
- Work towards zero net carbon emissions from Council operations by 2030 by reducing greenhouse gas emissions by a further 25 per cent from Council buildings, waste and outdoor lighting by 2021.
- Work towards zero net carbon emissions from the community by 2050 by supporting the Glen Eira community to reduce greenhouse gas emissions.
- We will consult the community on the implementation of a Classified Tree Register.



## ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- New generation waste disposal and recycling facilities for the future.
- The protection of vegetation in major development projects in the City, including level crossing removals and on state and federal government owned land.
- Better immediate community access to Caulfield Racecourse Reserve for sporting and recreation purposes and full implementation of the recommendations of the ministerially appointed Bi-Partisan Working Group within five years.
- Improved state and federal government policy on environmental sustainability initiatives.

## HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- We will see a five per cent increase in the recycling rate at Council buildings.
- Greenhouse gas emissions will be a further 25 per cent lower from Council buildings, waste and outdoor lighting by 2021.
- There will be an increase in open space in areas of the City identified in our *Open Space Strategy* as lacking green space.
- The level of satisfaction with open space in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- Traders' associations will report an increased level of satisfaction with the cleanliness and amenity of our activity centres.
- New generation garbage disposal facilities will be well progressed toward opening
- New buildings and facilities will be recognised as leading examples of highly efficient and sustainable design.

## OUR 2017–18 COMMITMENTS

- We will continue to implement our *Open Space Strategy* priority actions, including improvements to Spring Road Reserve in Caulfield South; a new sensory garden at Rosanna Street Reserve in Carnegie; and commencing the implementation of the EE Gunn Reserve Masterplan in Ormond.
- We will increase the amount of community open space in Joyce Park.
- Five per cent of the capital budget for all new and large refurbishment building projects, will be allocated to sustainability measures, over and above the minimum required standards.
- We will develop masterplans for Caulfield Park and the Lord Reserve; Carnegie Swim Centre; and Koornang Park precinct.



## WHAT THE COMMUNITY SAID

“What we want to know — what has been achieved in the previous period and what Council plan to achieve in the coming period.”

“Improve consultation and engagement with the community, including follow-up.”

“There should be more regular opportunities for communication between Council and the community.”

“There needs to be consistency for why decisions have been made.”

“Council should lead by innovative ideas, consult and listen to community needs.”

“It would be good to have some more engagement before decisions are made — find out what the community thinks before Council acts.”

“I feel that a lack of communication affects Council’s relationship with the community.”

## THEME FIVE

### INFORMED AND ENGAGED

#### **A well governed Council that is committed to transparency and engages residents in decision-making.**

Our community will be well informed and engaged. We will provide access to timely and relevant information about issues which affect them and establish a range of opportunities for them to share their views, comment on our performance and actively participate in decision-making.

We will remain contemporary and connected to our residents. Decisions made will be evidence-based, transparent and in the best interests of the whole community. We will work to build a community that is well informed and actively participates in Council decision-making.

We will retain our reputation for good governance, ensure that Council continues to comply with the principles of sound financial management and provide full, accurate and timely disclosure of financial information relating to Council.

# THEME FIVE

## INFORMED AND ENGAGED

### LONG-TERM COMMUNITY GOAL:

**A transparent and accountable Council that engages its residents in decision-making.**

### THE STRATEGIC OBJECTIVES OF THIS LONG-TERM COMMUNITY GOAL ARE:

#### 1. DEVELOP CLEAR AND OPEN COMMUNICATION CHANNELS WITH THE COMMUNITY.

##### WE WILL:

- Keep you better informed by improving our regular newsletters, use of social media, direct mailouts and responses to your service requests.
- Enable you to provide your views more easily by increasing the range of ways that we engage and consult with you, including enhanced participation in our public meeting processes.
- Make sure that key Council information and publications are available in a range of formats that are accessible to those with a disability or who are from culturally and linguistically diverse communities.
- Take proactive steps to ensure that we are going out of our way to seek views and input from those who are hard to reach through traditional consultation methods.
- Encourage you to participate in our decision-making processes.
- Provide you with regular and transparent reports on key outcomes and on our performance.

#### 2. ACHIEVE A REPUTATION FOR ORGANISATIONAL AND SERVICE EXCELLENCE.

##### WE WILL:

- Take a strategic approach to reviewing and improving Council operations.
- Build an organisational culture that is committed to customer service and continuous improvement.
- Deliver good value-for-money services to residents and continue to have the second lowest average rates charge in Metropolitan Melbourne.
- Be a role model employer, recognising that skilled and motivated staff deliver better customer service and community outcomes.
- Build strong partnerships and good working relationships with our neighbouring councils, government peak bodies and other key stakeholders.
- Ensure our Local Law supports appropriate levels of transparency and good governance.





### **3. INVEST IN TECHNOLOGY AND PROCESS IMPROVEMENTS THAT ENHANCE THE CUSTOMER'S EXPERIENCE OF DOING BUSINESS WITH US AND IMPROVE EFFICIENCY AND TRANSPARENCY.**

#### **WE WILL:**

- Introduce new online methods and practices that enable residents to transact with us to register and track requests, update their information, and make payments at a time that suits them.
- Review customer transaction processes and digitise those processes wherever it is efficient to do so.
- Reduce unnecessary bureaucracy and streamline processes to improve turnaround timelines and responsiveness.
- Improve awareness of Council's services to ensure people can access what they need, when they need it.
- Increase the amount of information that is available and accessible to the community on Council's website.

## THEME FIVE

### INFORMED AND ENGAGED

#### ON BEHALF OF THE COMMUNITY, COUNCIL WILL ADVOCATE FOR:

- Community consultation on key community projects, including state and federal government projects, such as the level crossing removals.
- Additional state and federal government funding for key community projects.

#### HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- Rates per assessment will remain at the second lowest level of all metropolitan municipalities.
- The level of satisfaction with the 'advocacy' score in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- Every major project will have a comprehensive community engagement process.
- The community will receive regular reporting on our performance.
- The level of satisfaction with the 'community engagement' score in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- The level of satisfaction with the 'customer service' score in the *Community Satisfaction Survey*, will be consistent with, or better than, industry benchmarks.
- Staff engagement levels will be consistent with, or better than, industry benchmarks.



## OUR 2017–18 COMMITMENTS

- We will review and enhance our *Community Engagement Strategy* and develop a new youth consultation strategy.
- We will establish an online consultation group of approximately 400 residents who are willing to be involved and provide opinions and feedback on Council's programs and strategies.
- We will provide greater online options for residents by ensuring that half of our requests and payment services are available via Council's website.
- We will receive an unqualified audit opinion in relation to the completed *2016–17 Financial Report and Performance Statement* and year on year thereafter.
- We will develop an advocacy strategy which informs the community of our advocacy program and outlines our advocacy goals.
- We will demonstrate our commitment to transparency by increasing the amount of information that is available to the public via our website.
- We will report quarterly to the community on our progress against all of our promises outlined in this *Plan*.



## GLOSSARY

**Activity centre** — an area that provides a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use from smaller neighbourhood centres to major suburban centres and larger metropolitan centres.

**Activity Centre, Housing and Local Economy Strategy** — a high-level strategic document that identifies the vision, objectives and role of activity centres in Glen Eira. The document emphasises the link between Council's *Council and Community Plan*, *Municipal Strategic Statement (MSS)* and the State Government's *Metropolitan Planning Strategy*, *Plan Melbourne*.

**Capital Works Program** — a program outlining work to be undertaken to establish, renew, expand, upgrade or dispose of Council's assets.

**Community hub** — community facilities which provide a central location for residents to access a range of local services, activities, learning options and social opportunities.

**Community Satisfaction Survey** — a State Government requirement whereby councils conduct a survey once a year to obtain community feedback in order to gauge satisfaction levels with council services.

**Glen Eira Planning Scheme** — a statutory document that sets out our objectives, policies and provisions relating to the use, development, protection and conservation of land.

**LGBTIQ** — Lesbian, Gay, Bisexual, Transgender, Intersex and Queer.

**Place-based planning (or place-making)** — is an integrated approach to planning public places at a local level. It is a community-driven process for designing accessible public spaces (streets, sidewalks, plazas, squares, campuses, parks, and so on) that often accommodate a mix of uses.

**Plan Melbourne** — a State Government policy which seeks to direct more housing and infrastructure in municipalities such as Glen Eira.

**Structure plan** — sets a long term shared vision for land use and development within a particular area with the aim to provide clarity and certainty to residents and developers alike. They are a tool to help manage change and can consider a variety of elements such as, but not limited to, urban design, building scale, height, neighbourhood character, social and economic needs, community infrastructure and transport.

**Urban places** — an inner-city area with an increased population density accompanied by housing, commercial buildings and infrastructure.

**Value capture project** — a value capture project (when used in regards to level crossing removal works) is the development that is built in order to retain some percentage of expenditure used to carry out the works.

**VCAT** — Victorian Civil and Administrative Tribunal.

**Walk Score** — measures the walkability of any address using a patented system. For each address, a walk score analyses hundreds of walking routes to nearby amenities. Points are awarded based on the distance to amenities in each category.

## APPENDIX I: SUPPORTING STRATEGIES

# Glen Eira Council and Community Plan 2017–2021

## Glen Eira Strategic Resource Plan 2017–2018 to 2026–2027

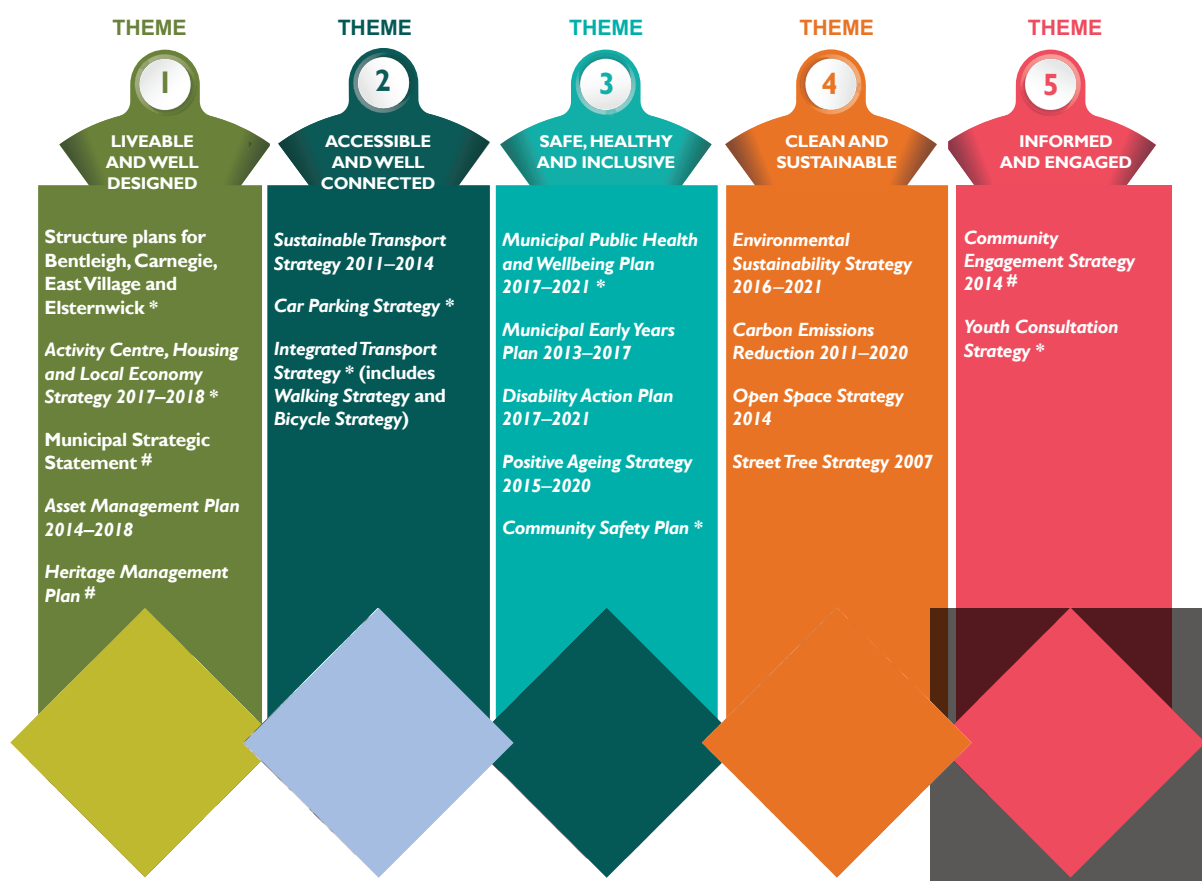
### Annual Report

Outlines financial statements for the previous 12 months and a performance statement on progress in achieving goals and results.

### Annual budget

Outlines how the funded activities or initiatives contribute to achieving the *Plan's* strategic objectives.

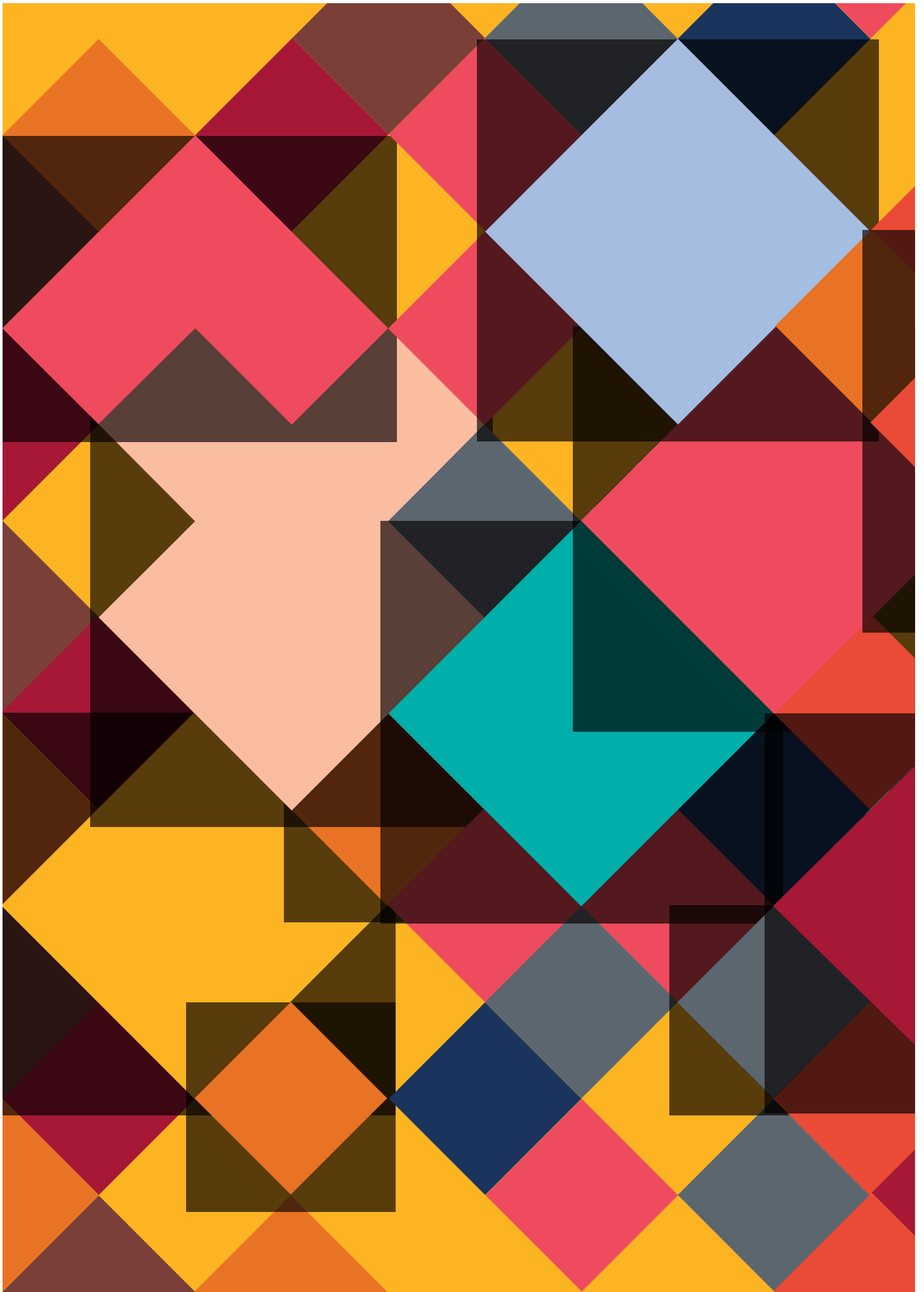
### Strategies and Plans that support the Glen Eira Council and Community Plan

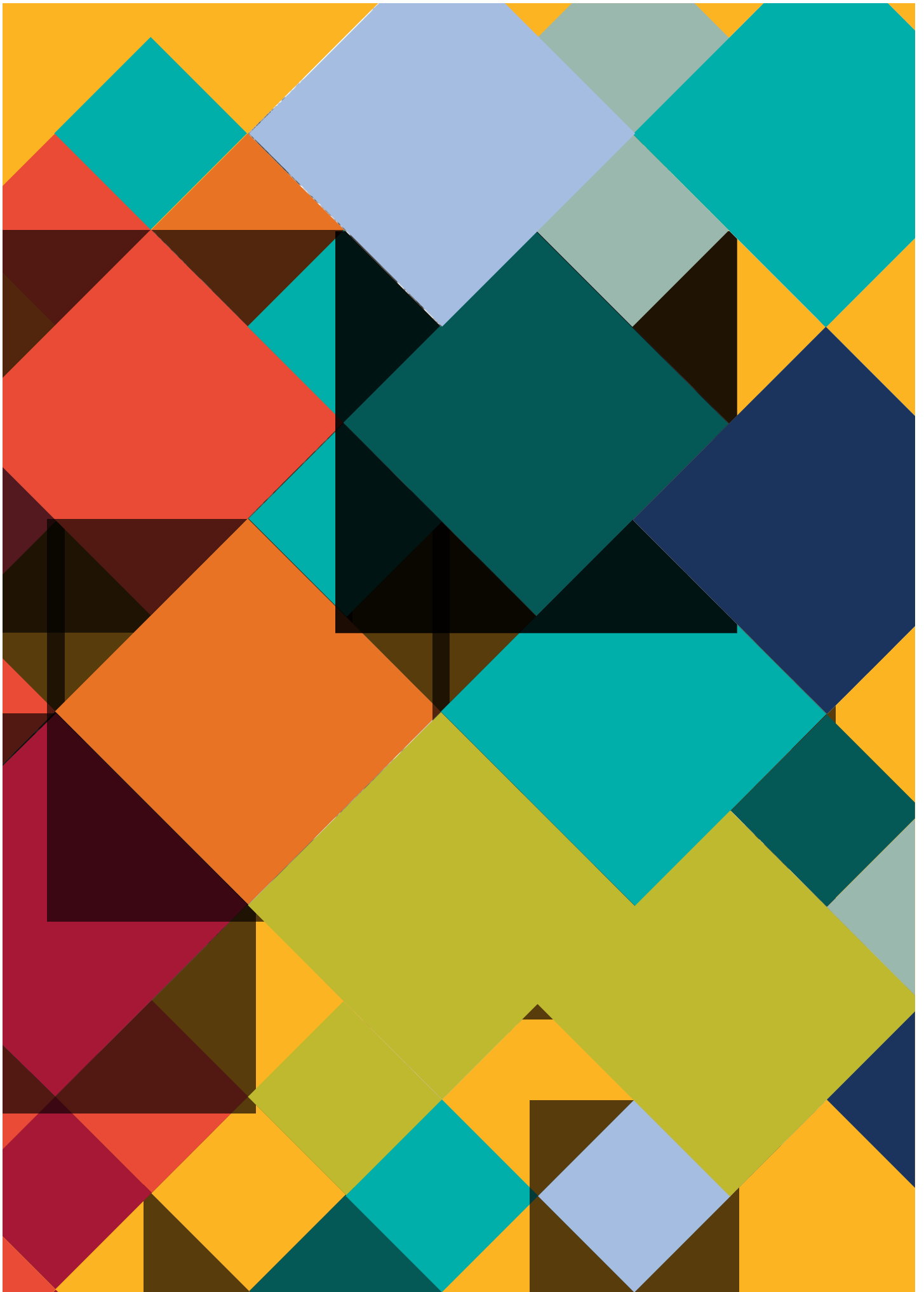


\* A new Plan or Strategy currently in development or committed for development.

# A Plan or Strategy currently being reviewed or pending review.

All Plans and Strategies are available on Glen Eira City Council's website [www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)







**GLEN EIRA**  
CITY COUNCIL

**GLEN EIRA CITY COUNCIL**

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[www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)

**National Relay Service**

If you are deaf, hearing-impaired, or speech-impaired,  
we ask that you call us via the National Relay Service and  
then ask for (03) 9524 3333.

Online: <https://internet-relay.nrscall.gov.au>

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

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[www.facebook.com/GlenEiraCityCouncil](http://www.facebook.com/GlenEiraCityCouncil)

**Glen Eira arts, gallery and events:**

[www.facebook.com/GlenEiraArts](http://www.facebook.com/GlenEiraArts)

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[www.facebook.com/GlenEiraLibraries](http://www.facebook.com/GlenEiraLibraries)

**Glen Eira Maternal and Child Health:**

[www.facebook.com/GlenEiraMaternalandChildHealth](http://www.facebook.com/GlenEiraMaternalandChildHealth)

**Glen Eira Sports and Aquatic Centre (GESAC):**

[www.facebook.com/GESAConline](http://www.facebook.com/GESAConline)

**Glen Eira Youth Services:**

[www.facebook.com/GlenEiraYouthServices](http://www.facebook.com/GlenEiraYouthServices)







GLEN EIRA  
CITY COUNCIL

BENTLEIGH  
BENTLEIGH EAST  
BRIGHTON EAST  
CARNEGIE  
CAULFIELD  
ELSTERNWICK  
GARDENVALE  
GLEN HUNTLY  
MCKINNON  
MURRUMBEENA  
ORMOND  
ST KILDA EAST

# **GLEN EIRA** **COUNCIL AND** **COMMUNITY** **PLAN 2017–2021**

## **OUR 2018–2019** **COMMITMENTS**

# OUR ASPIRATIONS FOR THE FUTURE

The aspirations of Councillors and community are for a City that is liveable, accessible, safe, sustainable and engaged.





THEME

4

CLEAN AND  
SUSTAINABLE

AN ATTRACTIVE  
AND SUSTAINABLE  
ENVIRONMENT FOR  
FUTURE GENERATIONS.

THEME

5

INFORMED  
AND ENGAGED

A WELL GOVERNED  
COUNCIL THAT IS  
COMMITTED TO  
TRANSPARENCY AND  
ENGAGES RESIDENTS  
IN DECISION-MAKING.

The following five themes of the *Council and Community Plan* identify our strategic direction for long-term community goals from 2017 to 2021.

Each of the following themes also sets out our 2018–19 commitments and how we will deliver them.

# THEME ONE

## LIVEABLE AND WELL DESIGNED

### **A well planned City that is a great place to live.**

We are committed to Glen Eira being a well designed City that is safe, attractive and vibrant for our residents and businesses. We will provide for social activities, employment and a range of residential opportunities.

Our town planning decision-making process will be fair, transparent, timely and inclusive. We will give residents the opportunity to contribute towards policies that affect their quality of life and their neighbourhood. Our approach will prioritise the uniqueness of each place and be informed by the views and perspectives of our diverse communities.

Our community infrastructure is essential to supporting liveability and we will design and manage our roads, buildings and community spaces to ensure Glen Eira remains a great place to live.



OUR 2018–19 COMMITMENTS	PERFORMANCE MEASURE
We will work with the Victorian Planning Authority to manage growth in our municipality in a way that involves the community and stakeholders, and addresses development, open space, business and transport.	Deliver a structure plan for East Village, Bentleigh East and substantially progress the structure plan for the Caulfield Station Precinct in partnership with the Victorian Planning Authority.
We will progress the development of a new vibrant community hub in Elsternwick.	Community consultation undertaken on feasibility and proposed components of the new community hub by June 2019.
We will commence the statutory implementation of our structure plans for Bentleigh, Carnegie and Elsternwick.	Panel process concluded and amendments submitted to the Minister for Planning for approval.
We will update and refresh a minimum of two key Council community infrastructure strategies relating to recreation, open space and facilities.	<i>Naturestrip Planting Guidelines</i> endorsed by Council.
	Recreation Needs Analysis updated and endorsed by Council.
We will develop, consult and implement policies and controls that protect heritage, and the character of our residential areas.	Major Heritage Review amendment is endorsed by Council and submitted to the Minister for planning for authorisation.
We will invest a minimum of \$30M through Council's <i>Capital Works Program</i> .	\$35M spent on <i>Capital Works Program</i> for 2018–19.
We will further progress the development of a community focussed multi-use recreation precinct for Lord Reserve, Carnegie Swim Centre, and Koomang Park, Carnegie.	Community consultation on concept plans for Carnegie Swim Centre and endorsement by Council.
	Community consultation on concept master plan for Lord Reserve/Koomang Park and endorsement by Council.
We will commence the implementation of a new 'Eat Street' in Bentleigh.	Community consultation completed.
We will start planning for the development of a new food market in Carnegie.	A feasibility report on a future market as part of a development in the Carnegie Library car park presented to Council by June 2019.
We will refresh Glen Eira City Council's Municipal Strategic Statement to reflect recent strategic planning work, including the <i>Activity Centre, Housing and Local Economy Strategy (July 2017)</i> .	Council adoption of planning scheme amendment and submission to Minister for Planning for approval.
We will guide better buildings in Glen Eira through the implementation of our <i>Quality Design Guidelines</i> .	Public exhibition of permanent planning controls which seek to implement the <i>Quality Design Guidelines</i> .
We will take steps to increase the future availability of social and affordable housing in the municipality.	<i>Social and Affordable Housing Strategy</i> endorsed by Council for community consultation by December 2018. Ensure that the Section 173 Agreement for East Village contains provisions for delivery of affordable housing outcomes.

## THEME TWO

### ACCESSIBLE AND WELL CONNECTED

#### **A City that is easy to move around, full of safe travel options and walkable neighbourhoods.**

We are committed to maintaining a safe footpath network, upgrading bicycle routes and coming up with new solutions to address parking demands. We will encourage various modes of transport, including walking. Our aspiration is to create neighbourhoods where people can access the goods and services they need, within 20 minutes of where they live, travelling by foot, bicycle or public transport.

Our transport network will be safe for pedestrians, cyclists and motorists. It will address the demands of today and cater for Glen Eira's future.



OUR 2018–19 COMMITMENTS	PERFORMANCE MEASURE
We will develop pilot projects in line with our new <i>Integrated Transport Strategy</i> , with a focus on creating safer and walkable neighbourhoods.	Pilot one pedestrian safe neighbourhood project.
	Pilot one corridor improvement for safe cycling project.
	Pilot with one school for the Active Schools project (safe travel to school) initiative.
We will develop and implement a new car parking policy based on the principles of the <i>Integrated Transport Strategy</i> .	Adopt and implement a car parking policy.
We will update our action plans for walking and cycling based on the principles of the <i>Integrated Transport Strategy</i> .	Update and endorse a revised <i>Walking Action Plan</i> and <i>Cycling Action Plan</i> .
We will work with the Level Crossing Removal Authority to implement upgrade works to Neerim Road, Murrumbena in line with community feedback and Council endorsed designs.	Commence the upgrade of Neerim Road, Murrumbena streetscape works.
We will undertake a gap analysis on public transport availability and accessibility across the municipality.	A gap analysis prepared with community consultation, and reported to Council. Gap analysis informs Council's advocacy efforts with State Government.
We will construct a number of new footpaths throughout the municipality, creating connections where there are missing footpaths.	Construct one kilometre of new footpaths in prioritised locations across the municipality.

## THEME THREE

### SAFE, HEALTHY AND INCLUSIVE

#### **A strong and safe community that connects people and enhances health and wellbeing.**

We are committed to being a community that is safe, healthy and inclusive. Our aim is to help people feel socially included, with access to quality support services. We will build a social environment that encourages participation, where people are safe in their homes and around our streets.

Our residents will have access to the services, activities and infrastructure that make it easy for them to stay healthy and get involved in community life. We will encourage and provide opportunities for our residents to lead active and healthy lives. We will support local community groups, organisations and networks that play an important role in providing opportunities and settings for people to connect.

Our libraries, pavilions, and community centres will be vibrant hubs that bring people together for recreation, learning and social interaction. Our events, festivals and cultural activities will promote community inclusion and celebrate our rich diversity.





OUR 2018–19 COMMITMENTS	PERFORMANCE MEASURE
We will develop a youth strategy which addresses the needs outlined in the <i>Glen Eira Student Resilience Survey 2017 Report</i> .	Strategy developed and endorsed by Council.
We will support crime prevention in the municipality through the delivery of key activities under our <i>Community Safety Plan 2018–2022</i> and Community Safety Committee.	Implement and evaluate a pilot program of at least four neighbourhood and street activities which will build connections.  Partner with Victoria Police and key stakeholders to conduct quarterly community safety engagement activities.
We will continue to implement all-abilities access in Council managed community facilities, aligned with Council's <i>Disability Action Plan 2017–2021</i> .	Implement upgrades in a number of Council facilities, including: Caulfield Park Pavilion; Caulfield Recreation Centre; Glen Huntly Park Pavilion; and Council depot buildings to ensure all-abilities access.
We will provide and continue to maintain an online collaboration tool for small business.	Minimum of 50 per cent of small business owners who attend Council's <i>Connection Economy</i> events register for the online platform.
We will invest in increased compliance activity around building sites in order to improve safety and amenity during major construction works.	Decrease in the number of complaints received.
We will develop a <i>Family Violence Action Plan 2018–19</i> .	Conduct a campaign to raise awareness of Council's actions. A minimum of 90 per cent of 2018–19 actions are delivered.
We will review our <i>Community Grants Program</i> to ensure it is aligned to the achievement of the <i>Glen Eira Council and Community Plan 2017–2021</i> outcomes.	A new look <i>Community Grants Program</i> is launched by March 2019.
We will enhance volunteering opportunities within Council to increase community participation.	Development of a framework for volunteering within Council.
We will complete an 'innovate' <i>Reconciliation Action Plan</i> and implement key activities associated with the <i>Plan</i> .	A minimum of 90 per cent of 2018–19 actions implemented.
We will deliver a community garden at Moorleigh Village.	Community garden established by June 2019.
We will consult the community on the design for a Community Shed at Moorleigh Village.	Concept designs completed and project 'shovel ready' by June 2019.
We will consult with the community on plans for improvements to Bentleigh Library and Youth Hub.	Community consultation and design completed for improvements to Bentleigh Library and Youth Hub.

## THEME FOUR

### CLEAN AND SUSTAINABLE

#### **An attractive and sustainable environment for future generations.**

Our City will be attractive and environmentally sustainable. We will protect the diversity of plants and animals, and provide for a healthy environment that supports our community to live healthy and happy lives. We will improve our own environmental sustainability and partner with our community to reduce our ecological footprint.

We will be a leader in providing access to high quality parks, open space and active recreation facilities, which are vibrant, and accessible. Our streets and built environment will be clean and inviting and we will continue to demonstrate leadership in our contemporary approaches to sustainability, waste management and recycling.



OUR 2018–19 COMMITMENTS	PERFORMANCE MEASURE
We will continue to implement our <i>Open Space Strategy 2013–2026</i> priority actions, including design and construction of open space projects.	Landscape design completed for Spring Road Reserve — stage two, Caulfield South; Lirrewa Grove, Caulfield; and Hopetoun Gardens, Elsternwick.
	Construction of the sports court at Harleston Park, Elsternwick. Landscape enhancements at Moorleigh Community Village, Bentleigh East; and the dog agility park at The Wedge, Caulfield East.
	Commence implementation of master plan at EE Gunn Reserve.
	Boyd Park, Murrumbeena masterplan refreshed and endorsed by Council.
We will replace street lighting on major Council roads with energy efficient lighting.	Replace 1,000 street lights with energy efficient lighting.
Five per cent of the capital budget for all new and large refurbishment building projects will be allocated to sustainability measures, over and above the minimum required standards.	Five per cent of Carnegie Swim Centre redevelopment budget allocated to sustainable initiatives and separately reflected in cost plans.
We will protect our valued trees within our City and consult on the establishment of a new tree protection policy and <i>Significant Tree Register</i> (may change subject to Council resolution following consultation).	Complete the development of the tree protection policy and <i>Significant Tree Register</i> (through a Local Law).
We will expand on recent trials of place-based teams to improve amenity in our activity centres.	High level of satisfaction of traders and/or community with the presentation of our activity centres, measured through a survey.
We will invest in solar energy generation on Council's larger buildings and support the community to implement initiatives that contribute to our sustainability objectives.	Additional solar generation installed at Glen Eira Sports and Aquatic Centre, Bentleigh East and Carnegie Library, Carnegie.
	Two community programs delivered.

## THEME FIVE

### INFORMED AND ENGAGED

#### **A well governed Council that is committed to transparency and engages residents in decision-making.**

Our community will be well informed and engaged. We will provide access to timely and relevant information about issues which affect them and establish a range of opportunities for them to share their views, comment on our performance and actively participate in decision-making.

We will remain contemporary and connected to our residents. Decisions made will be evidence-based, transparent and in the best interests of the whole community. We will work to build a community that is well informed and actively participates in Council decision-making.

We will retain our reputation for good governance, ensure that Council continues to comply with the principles of sound financial management and provide full, accurate and timely disclosure of financial information relating to Council.



OUR 2018–19 COMMITMENTS	PERFORMANCE MEASURE
We will implement our <i>Community Engagement Strategy 2018–2021</i> .	Develop an online live chat platform that will enhance community opportunities to ask questions and engage with Council.
	Establish a 'We asked —You said — We did' online platform to report back to the community following all community engagement activities.
	Consult with Glen Eira Community Voice on at least six occasions.
We will continue to provide greater online options for residents by ensuring that our top 20 transactions are available via Council's website.	New Council website implemented by June 2019.
	Top 20 most accessed community transactions will be available via Council's website.
We will streamline and simplify processes for the community to engage with Council during key life events.	New residents will have access to a seamless online workflow that automatically connects them to Council services relevant to their needs by June 2019.
	New businesses will have access to a seamless on-line workflow that automatically connects them to council services relevant to their needs by June 2019
	New parents will have access to a seamless on-line workflow that automatically connects them to council services relevant to their needs by June 2019
We will advocate with State and Federal Governments in line with our endorsed <i>Advocacy Strategy 2018–2020</i> .	Election period advocacy campaign deployed for each State electorate.
We will demonstrate our commitment to transparency by increasing the amount of information that is available to the public via various communication modes.	Increased social media presence by posting a minimum of five messages per week that informs the community on a range of Council services and events via Council's <i>What's on in Glen Eira</i> Facebook and Instagram pages and an increase in the use of video.
	Improvement in the Community Satisfaction Rating with how Council has performed in making decisions in the interest of the community.
We will commence a review of our Local Law in consultation with the community.	Complete consultation with internal stakeholders and community stakeholders. Prepare draft Local Law for comment by 30 June, 2019
We will ensure that Council's governance processes and frameworks remain consistent with contemporary practice and <i>Local Government Act</i> requirements.	All requirements of the new <i>Local Government Act</i> will be complied with in accordance with implementation timelines set by the Minister for Local Government.
We will report quarterly to the community on our progress against all of our promises outlined in this <i>Plan</i> .	Quarterly reporting considered by Council in August, November February and May annually.



**GLEN EIRA**  
**CITY COUNCIL**

## Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42

Caulfield South, 3162

Phone: (03) 9524 3333

Fax: (03) 9523 0339

[mail@gleneira.vic.gov.au](mailto:mail@gleneira.vic.gov.au)

[www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)

### **National Relay Service**

If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service and then ask for (03) 9524 3333.

Online: <https://internet-relay.nrscall.gov.au>

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

### **Social media**

#### **What's on in Glen Eira:**

[www.facebook.com/GlenEiraCityCouncil](http://www.facebook.com/GlenEiraCityCouncil)

#### **@cityofgleneira:**

[www.instagram.com/cityofgleneira](http://www.instagram.com/cityofgleneira)

#### **Glen Eira arts, gallery and events:**

[www.facebook.com/gleneiraarts](http://www.facebook.com/gleneiraarts)

#### **Glen Eira Libraries and Learning Centres:**

[www.facebook.com/GlenEiraLibraries](http://www.facebook.com/GlenEiraLibraries)

#### **Glen Eira Maternal and Child Health:**

[www.facebook.com/GlenEiraMaternalandChildHealth](http://www.facebook.com/GlenEiraMaternalandChildHealth)

#### **Glen Eira Sports and Aquatic Centre:**

[www.facebook.com/GESACOnline](http://www.facebook.com/GESACOnline)

[www.twitter.com/GESACOnline](http://www.twitter.com/GESACOnline)

#### **Glen Eira Youth Services:**

[www.facebook.com/GlenEiraYouthServices](http://www.facebook.com/GlenEiraYouthServices)

[www.instagram.com/gleneirayouthservices](http://www.instagram.com/gleneirayouthservices)

#### **Glen Eira sustainable living:**

[www.facebook.com/sustainablelivinggleneira](http://www.facebook.com/sustainablelivinggleneira)



GLEN EIRA  
CITY COUNCIL

BENTLEIGH  
BENTLEIGH EAST  
BRIGHTON EAST  
CARNEGIE  
CAULFIELD  
ELSTERNWICK  
GARDENVALE  
GLEN HUNTLY  
MCKINNON  
MURRUMBEENA  
ORMOND  
ST KILDA EAST

**GLEN EIRA CITY COUNCIL**

# **STRATEGIC RESOURCE PLAN 2018–19 to 2027–28**

Special Council Meeting  
Tuesday 26 June 2018



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## **1 Purpose**

Section 126 of the *Local Government Act* requires a Strategic Resource Plan (SRP) to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the *Council and Community Plan*. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

The SRP gives effect to the *Council and Community Plan*. “The primary object of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions” – section 3c (1) of the *Local Government Act*.

## **2 Plan Development**

Council has prepared a *Strategic Resource Plan* (SRP) for the ten years 2018-19 to 2027-28 as part of its ongoing financial planning to assist in adopting a budget within a longer term strategic framework. The SRP takes the strategic objectives and strategies as specified in the *Council and Community Plan* and gives effect to them in financial terms for the next ten years (The Act requires a 4 year plan. Council chooses to produce a 10 year plan).

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the *Council and Community Plan*. The key financial objectives, which underpin the SRP, are:

- Manage finances appropriately within the constraints set by the State Government's Rate Capping regime.
- Renew and upgrade our ageing assets and community facilities.
- Maintain essential services at not less than current levels.
- Set fee increases that are manageable and sustainable.
- Invest in continuous improvement, technology and other enablers to efficiency and embrace customer outcomes.
- Keep day-to-day costs manageable and rates below our peers.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in section 136 of the Act:

- Prudently manage financial risks relating to debt, assets and liabilities.
- Provide reasonable stability in the level of rate burden.
- Consider the financial effects of Council decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

### **3 Background**

The SRP is updated annually through a process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives. Please note that the SRP is subject to change on an annual basis as its preparation is undertaken using the best assumptions available to Council at that time.

Glen Eira warrants its position as one of the most financially sustainable Councils in Victoria. The long-term SRP from 2018-19 to 2027-28 aims to maintain and build on this position by sustaining solid operational surpluses, increasing Council's renewal, upgrade and new investment in community assets, and ensuring that Council's liquidity position is healthy.

In recent years, Council has made a concerted effort to contain costs and direct necessary funding to capital expenditure. This approach has ensured the City's infrastructure and community facilities are improving and that Council provides the facilities and services that the community needs at a price that the community is prepared to pay. To achieve this, Council must continue to carefully manage finances and use innovation and continuous improvement measures to ensure services are the most efficient and cost-effective that can be provided.

It is the decision of Council to determine the priority for spending on the operational services that Council provides as well as the investment in the capital works program.

The SRP for 2018-19 to 2027-28 shows very steady operational surpluses ranging from \$20m to \$30m per annum over the next 10 years. These are necessary to ensure cash reserves are contributing to fund the long-term capital works program.

The SRP has a challenging capital works program. Council has committed to undertaking a significant strategic work plan over the coming 4 years to complete a comprehensive update of the *Glen Eira Planning Scheme*, and our approach to place based planning and integrated transport.

This important work will set the future 10-20 year strategic direction in the key areas of land-use, transport, economic development and urban design. The average spend across the 10 year period is approximately \$55m, an increase of around 20 per cent compared with last year's SRP.

Council also needs to ensure that working capital is maintained such that sufficient cash reserves are available to meet normal cash flow requirements and meet potential emergencies. The SRP for 2018-19 to 2027-28 shows a liquidity ratio maintained above 100 per cent for the 10 years.

The long-term financial position within the SRP is based on Council funding the entire Capital Works Program (including Council borrowings). Consideration of alternative funding options (besides borrowings), may be explored and this is likely to depend on specific site options available with different partners.

## **4 Assumptions/Deliverables**

The SRP assumes a rate increase of 2.25 per cent in 2018-19 and 2.0 per cent in future years. This is the third year of Victorian Councils operating under a rate cap. Previous year caps were also based on forecast CPI and set at 2.0 per cent for 2017-18 and 2.5 per cent for 2016-17.

Council must manage the budget and long-term plan appropriately within the constraints set by the State Government's Rate Capping regime.

The SRP is based on the assumptions set out below:

### **4.1 Operational**

#### ***Income***

- Council's SRP is based on average rates per assessment increase of 2 per cent. The budget assumes an additional 800 to 1,000 property assessments per annum. The average Rates per Assessment for 2018-19 is estimated at \$1,393. The 10 year outlook is based on 2 per cent increase each year.

- Waste management charges are levied on a basis of cost recovery.

All Councils are being affected by the major changes to the recycling industry as a result of policy changes in China. With there no longer being a viable market for the recyclable materials, Council will not receive income from the recyclables contractor and instead, will need to pay for the collection of this waste.

Glen Eira's policy is to levy waste and recycling charges on the basis of cost recovery. This is consistent with the position of the majority of Councils given that waste charges are outside the Minister's Rate Cap. The budget reflects both an increase in Waste and Recycling Charges as well as increased contractor expenses.

- Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines. Increases are set at 2 per cent per annum.
- User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, community facilities and the provision of human services such as Family Day Care and Community Care Services. Increases are set at 3 per cent per annum.
- Grant funding received from State and Federal sources is set at 2 per cent per annum and includes funding for the Carnegie Pool Redevelopment (subject to the Sports and Recreation Victoria *Better Pools Program* of \$3.5m over 2021-22 and 2022-23) and Murrumbeena Park facilities of \$2.0m (over 2019-20 and 2020-21).

#### ***Expenses***

- Contractor payments – increase by 2.5 per cent per annum which covers items such as: waste management, tipping fees, parks and grounds maintenance, traffic management, IT support, agency staff etc.
- Election costs of \$600k every 4 years.
- Defined Benefits Call – no allowance.

#### **4.2 Capital Works Program**

Council's base capital program is approximately \$34m (excluding Strategic and Major Projects).

Projects in the 10 year Capital Works Program per annum include:

##### **Major Projects**

- Lord Reserve/Koornang Park Masterplan Precinct Implementation - \$3.15m between 2019-20 and 2024-25.
- Pavilion Design and Construction Program - \$3.2m on average.
- Open Space Strategy \$3m - 2023-24 onwards. Unallocated funding (i.e. non-project specific) of \$3m has been allowed in the SRP from 2023-24.
- Recreation and Leisure Infrastructure Upgrades - \$58m.

##### **City Futures (Activity Centres)**

Council has committed to undertaking a significant strategic work plan over the coming 4 years to complete a comprehensive update of the Planning Scheme, place based planning and integrated transport. This important work will set the future 10-20 year strategic direction in the key areas of land-use, transport, economic development and urban design.

Funding of \$83m has been allocated in the SRP to fund structure plan works in Elsternwick, Carnegie and Bentleigh over the next 10 years (estimate \$142m of works over 15 years). Funding for this is to implement major projects identified in the Structure Plans, including new buildings, new public plazas, etc. and includes the following:

##### **Elsternwick Structure Plan**



- Elsternwick Community Hub & Park - \$32.45m (majority of spend in 2024-25 to 2026-27).
- Stanley Street East Multi-deck Car Park - \$18m (majority of spend in 2023-24 to 2024-25).
- Selwyn Street Cultural Precinct - \$1.2m (to be completed in 2023-24).
- Carre Street Pedestrianisation - \$650k.

### **Carnegie Structure Plan**



- Koornang Road Streetscape Upgrade & Pedestrianisation - \$6.45m (majority of spend in 2023-24 to 2025-26).
- Shepparson Avenue Market Development - \$2.95m for design, concept plans and initial consultation.
- Kokarib Road Park - \$50k for design works.

### **Bentleigh Structure Plan**



- Eat Street (Rotunda) - \$2.55m (to be completed in 2020-21).
- Bentleigh Library Upgrade - \$2.9m (to be completed in 2023-24).
- Horsley Street Multi-deck Car Park - \$14.05m (majority of spend in 2027-28).
- Godfrey Street Park - \$50k for design work.
- Godfrey Street Plaza - \$100k for design work.

### **Level Crossing Removal Authority (LXRA) & Related Works**

- Activity Centre Minor Improvements Program - \$100k per annum to explore opportunities to improve amenity, safety and vibrancy across the activity centres.
- Poath Road Street Scape Upgrade (Collaboration with Monash City Council) - \$1.85m (to be completed in 2020-21).
- LXRA General Reinstatement/Complimentary Works - \$50k.

### **Integrated Transport Strategy**



- To implement the new Integrated Transport Strategy with projects including new bicycle paths, new pedestrian improvements, wayfinding signage, parking improvements, etc. - \$6.2m.

### **Open Space & Recreational Projects**

- Parks & Gardens Upgrades - \$800k (park shelters, coaches boxes, irrigation upgrades, replacement of park furniture, cricket nets, shade sails, fencing and granular paths).
- Major and Minor Playground Upgrades - \$1.25m per annum.
- Warm Season Grasses - \$1m per annum.
- Public Toilet Upgrades - \$460k per annum.
- Sport Ground Lighting - \$600k per annum.
- Car Parks (upgrades/renewals at sports grounds/reserves) - \$1.1m per annum.
- Open Space Masterplan construction and landscape enhancement works - \$2.8m per annum.
- Other Open Space Renewals - \$2m per annum.

### **Infrastructure Renewals**

- Rates revenue has been applied to ensure that capital expenditure is increased to address the infrastructure renewal gap and complete additional capital works projects. Included in the capital program is renewal and upgrade of Council's major infrastructure assets such as Roads \$5m, Drainage Improvement Program \$3.9m, Footpaths \$2.5m, Local Road Resurfacing \$1.5m and Car Park Renewals \$650k.

***Other Projects***

- Transport and Planning projects – \$1.3m per annum includes safety projects at cross intersections, pedestrian, safer speed limits, school safety, shopping centres, sustainable transport and disabled parking upgrades.
- Building Renewal works – \$3.5m per annum includes cyclical renewal works for public toilet upgrades, floor coverings, plant and equipment, signage and replacement of plant and equipment. This includes Town Hall accommodation works – \$2m in 2019-20 and construction of Community Shed \$600k in 2019-20.
- Energy efficiency lighting – \$780k in 2019-20; anticipate funding from VicRoads of \$1m.
- Replacement of Fleet and Plant – \$1.7m per annum - includes plant and equipment at Parks, Depot and Town Hall.
- Library Book Collections – approximately \$950k per annum, includes: purchase of books, DVDs, magazines, games, eBooks and eMagazines.
- Information Technology - \$1.5m – includes:
  - Renewing base infrastructure such as storage, servers, networking and end-user tools (desktops; laptops; tablets; monitors).
  - Defining and building the technology foundations to support Council's Transformation Program including service design, reviewing the current state architecture and business applications.



### 4.3 Cash Position/Liquidity Ratio

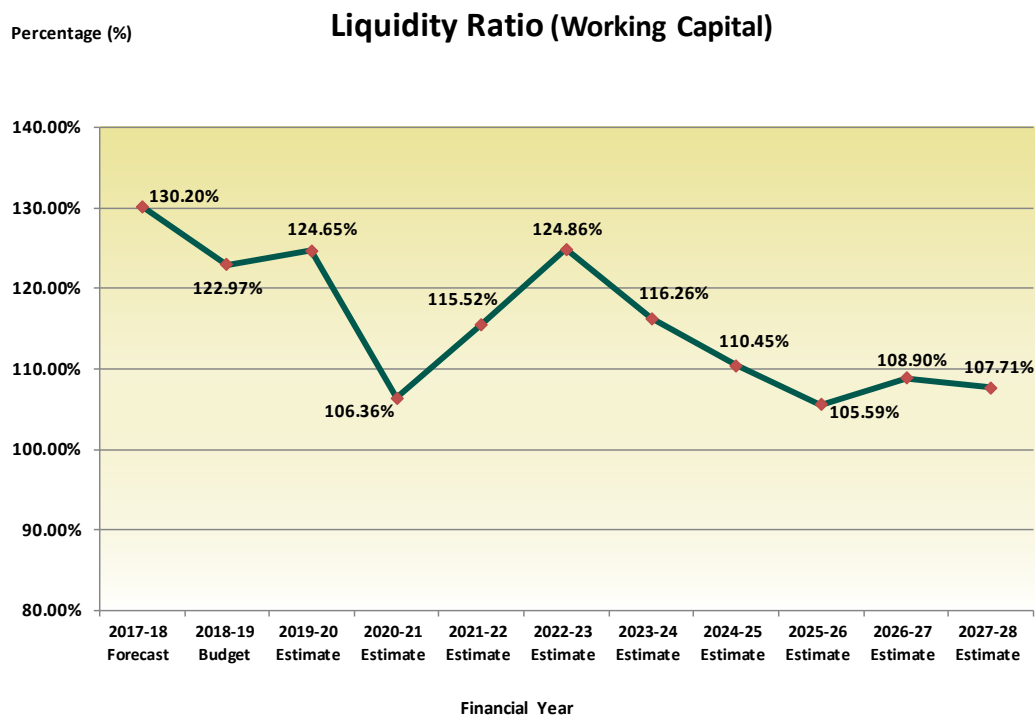
Our forecast cash balance has improved but is still expected to remain at relatively low levels for the next few years but sufficient to cover current liabilities.

Council should hold sufficient cash to cover 'Restricted Assets' such as:

- **Residential Accommodation Deposits (\$25m)** – relates to resident accommodation deposits for Council's nursing homes at Warrawee, Rosstown and Spurway. These deposits are to be refunded (less retention income) when residents leave the facility. These funds are to be invested in cash and term deposit accounts in accordance with the *Aged Care Act 1997*. Council is liable to repay deposits as and when required; and
- **Refundable Deposits (\$5m)** – are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

An item placing additional pressure on Council's Liquidity Ratio is the classification of leave entitlements. Although a majority of leave entitlements are not expected to be settled within 12 months, almost all leave entitlements are classified as current liability provisions in Council's balance sheet, placing greater pressure on the liquidity ratio.

The trend for working capital is forecast to remain at a level of greater than 100 per cent from 2018-19.





#### 4.4 Open Space

Council receives open space levies pursuant to clause 52.01 of the *Glen Eira Planning Scheme*.

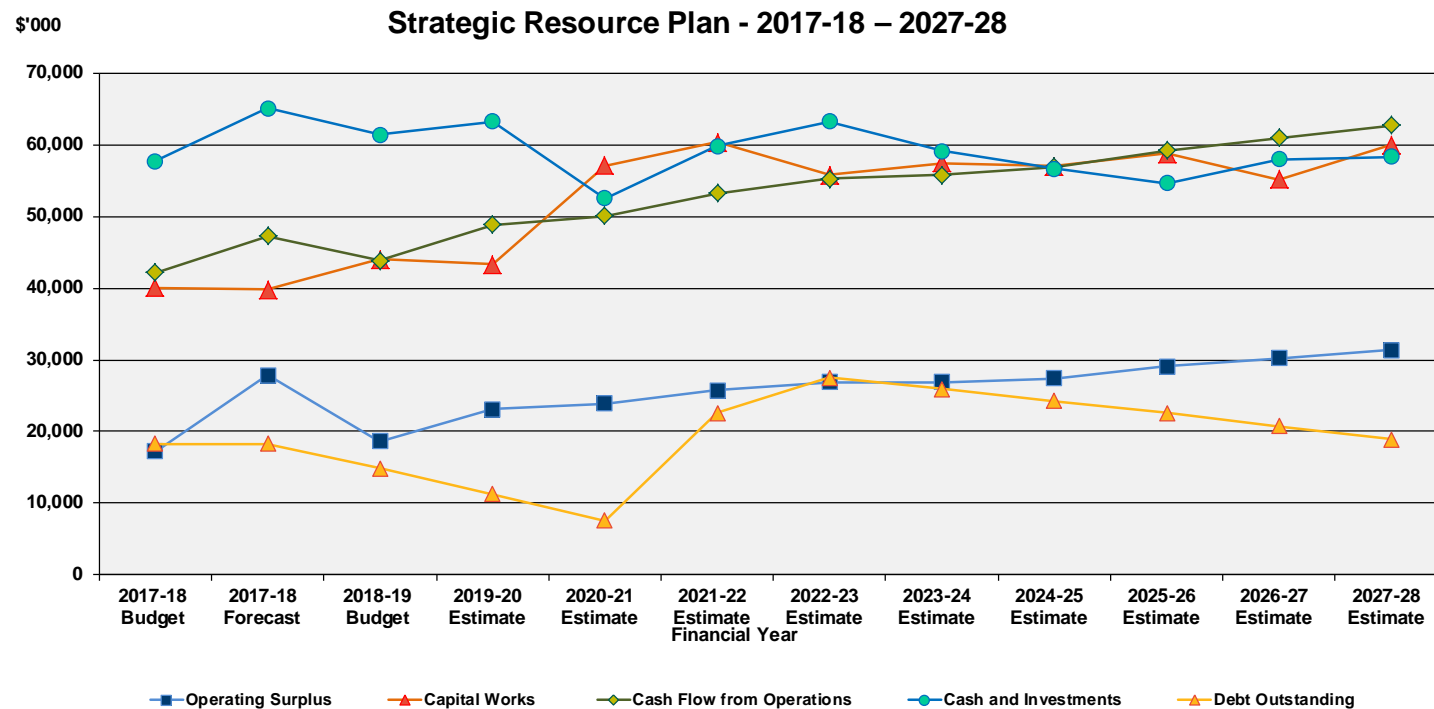
Council will continue to spend far more on additional and improved public open space than Council receives in levies. Open space projects will include:

- Open Space initiatives included in this SRP:
  - Recreation and Leisure Infrastructure Upgrades – \$58m.
  - Pavilion design – construction program – average \$3.2m per annum.
  - Lord Reserve/Koornang Park masterplan precinct – \$3.15m.
  - Open Space Strategy – \$3m per annum from 2023-24 onwards.
  - Detailed landscape design for various reserves – \$263k.
  - Landscape enhancements – Moorleigh Village – \$230k.
  - EE Gunn Reserve – Masterplan Outcomes – \$1.2m.
  - Landscape enhancements – Dog Agility Park, Caulfield – \$355k.
  - East Caulfield Reserve Masterplan – \$92k.
  - Boyd Park Masterplan – \$115k.
  - Design works for new Open Space – \$173k.



## 5 Financial Resources

The following graph summarises the key financial results for the years 2017-18 to 2027-28. The graph below shows that: the operating result remains positive, capital works averages over \$55m and loans will be used to partially fund major projects during 2021-2023 with repayments over fifteen years. The level of projected cash incorporates capital expenditure and current rates projections. The financial statements include a more detailed analysis of the financial resources to be used over the ten year period (refer to Section 11).



The following table summarises the key financial results for the years 2017-18 to 2027-28. Section 11 includes a more detailed analysis of the financial resources to be used over the ten year period.

<b>Key Financial Results</b>													
	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	Trend +/-
Operating Surplus	17,219	27,821	18,656	23,132	23,875	25,781	26,892	26,855	27,449	29,078	30,194	31,345	+
Capital Works	40,082	39,790	44,005	43,298	57,033	60,298	55,740	57,414	56,999	58,742	55,176	59,923	+
Cash Flow from Operations	42,143	47,218	43,862	48,789	50,021	53,236	55,221	55,713	56,907	59,150	60,894	62,688	+
Cash and Investments	57,644	65,049	61,398	63,202	52,502	59,769	63,203	59,110	56,626	54,642	57,968	58,340	o
Debt Outstanding	18,303	18,303	14,848	11,277	7,592	22,612	27,496	25,914	24,266	22,548	20,759	18,895	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

## 6 Financial Performance Indicators

### 6.1 Local Government Performance Reporting Framework Indicators (LGPRF)

The Local Government Performance Reporting Framework is a mandatory system of performance reporting for all Councils. The regulations include a set of 12 financial performance indicators, which aim to provide information on the effectiveness of financial management.

The following tables highlight Council's current and projected performance across a range of these key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Financial Performance Indicators for the years ending 30 June 2017-28																
Indicator	Measure	Notes	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	Trend +/-	
Operating Position Adjusted Underlying Result	Adjusted Underlying Surplus	1	9.43%	12.22%	9.64%	11.17%	11.79%	12.31%	12.52%	12.78%	12.72%	13.14%	13.29%	13.44%	+	
	Adjusted Underlying Revenue															
Liquidity																
Working Capital	Current Assets/ Current Liabilities	2	117.86%	130.20%	122.97%	124.65%	106.36%	115.52%	124.86%	116.26%	110.45%	105.59%	108.90%	107.71%	-	
Unrestricted Cash	Unrestricted Cash/ Current Liabilities		26.16%	36.52%	43.12%	53.65%	36.06%	46.66%	53.74%	46.34%	41.70%	37.97%	42.37%	42.24%	o	

#### Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

## 2018-19 to 2027-28 Strategic Resource Plan

### Financial Performance Indicators for the years ending 30 June 2017-28

Financial Performance Indicators for the years ending 30 June 2017-28															
Indicator	Measure	Notes	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	Trend +/-
<b>Obligations</b>															
Loans and Borrowings	Interest-bearing Loans and Borrowings	3	17.55%	17.60%	13.58%	10.02%	6.53%	18.84%	22.19%	20.31%	18.47%	16.66%	14.90%	13.18%	o
	Rate Revenue														
Loans and Borrowings	Interest and Principal Repayments		3.84%	3.85%	3.67%	3.54%	3.43%	4.98%	5.12%	2.11%	2.05%	1.99%	1.93%	1.88%	+
	Rate Revenue														
Indebtedness	Non-current Liabilities		13.17%	12.59%	10.13%	7.46%	4.83%	13.40%	17.71%	16.26%	14.84%	13.44%	12.08%	10.74%	o
	Own Source Revenue														
Asset Renewal	Asset Renewal	4	79.03%	67.78%	86.13%	79.53%	65.40%	68.71%	65.85%	72.42%	69.52%	69.27%	71.65%	77.41%	o
	Asset Depreciation														
<b>Stability</b>															
Rates Concentration	Rate Revenue	5	61.15%	59.46%	60.76%	60.46%	60.73%	60.99%	61.25%	61.44%	61.63%	61.82%	62.00%	62.18%	o
	Adjusted Underlying Revenue														
Rates Effort	Rate Revenue		0.16%	0.16%	0.16%	0.16%	0.16%	0.15%	0.15%	0.15%	0.14%	0.14%	0.14%	0.14%	o
	Property Values (CIV)														
<b>Efficiency</b>															
Expenditure Level	Total Expenditure		\$ 2,341	\$ 2,331	\$ 2,439	\$ 2,445	\$ 2,460	\$ 2,478	\$ 2,512	\$ 2,543	\$ 2,583	\$ 2,610	\$ 2,645	\$ 2,682	+
	No. of Assessments														
Revenue Level	Residential Rates Revenue		\$ 1,573	\$ 1,557	\$ 1,602	\$ 1,625	\$ 1,654	\$ 1,683	\$ 1,718	\$ 1,750	\$ 1,782	\$ 1,814	\$ 1,848	\$ 1,882	+
	No. of Residential Assessments														
Workforce Turnover	No. of Resignations & Terminations		10.69%	10.50%	10.50%	10.50%	10.50%	10.50%	10.50%	10.50%	10.50%	10.50%	10.50%	10.50%	o
	Average Number of Staff														

#### Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

## Notes to Financial Performance Indicators (LGPRF)

### 1. Adjusted Underlying Result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Council continues to retain a positive result over the next 10 years.

### 2. Working Capital

The proportion of current liabilities represented by current assets. This measures the ability to pay existing liabilities in the next 12 months. A ratio of more than 100 per cent means there are more short term assets than short-term liabilities.

Council needs to ensure working capital is maintained such that sufficient cash reserves are available to meet normal cash flow requirements. Over the last few years, Council has invested heavily in its capital works program by fully utilising cash reserves.

Council should hold sufficient cash to cover 'Restricted Assets' such as: Residential Aged Care Deposits, Contract Deposits and *Fire Services Property Levy*.

The trend of working capital is forecast to remain at a level of greater than 100 per cent from 2018-19.

### 3. Debt Compared to Rates

Trend indicates Council's reliance on debt against its annual rate revenue.

### 4. Asset Renewal

This percentage indicates the extent of Council's renewal expenditure on new capital works projects against its depreciation charge.

### 5. Rates Concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will still be consistently reliant on rate revenue compared to all other revenue sources.

## 7 Non-financial Resources

### 7.1 Human Resources

In addition to the financial resources to be consumed over the planning period, Council also utilises non-financial resources, in particular human resources. Glen Eira has capable and diverse staff required to provide a range of quality services to the community. Recruitment, development and retention of our staff are critical for the organisation to be able to provide services to our community.

The 2018-19 Budget provides for 831.1 full-time equivalent (FTE) staff in a range of positions across the organisation. The status of these FTE's comprises of: 432.09 full-time, 280.48 permanent part-time and 118.53 casuals.

The ages of staff vary, with Glen Eira Sports and Aquatic Centre (GESAC) attracting a younger age group of employees in the fitness and aquatic areas.

A detailed Statement of Human Resources is included in Section 11.

The following table summarises the non-financial resources for the next ten years.

Statement of Human Resources for the years ending 30 June 2018 - 2028												
Staff Expenditure	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Employee Costs - Operating	75,578	74,892	79,458	81,602	83,642	85,300	87,468	89,692	91,972	94,310	96,668	99,084
Employee Costs - Capital	(2,411)	(2,411)	(2,246)	(2,302)	(2,360)	(2,420)	(2,481)	(2,545)	(2,609)	(2,676)	(2,742)	(2,811)
<b>Total Staff Expenditure</b>	<b>73,167</b>	<b>72,481</b>	<b>77,212</b>	<b>79,299</b>	<b>81,282</b>	<b>82,880</b>	<b>84,987</b>	<b>87,147</b>	<b>89,363</b>	<b>91,634</b>	<b>93,925</b>	<b>96,273</b>
Staff Numbers	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number
Employees (Full-time Equivalent)	810.70	810.70	831.10	831.10	831.10	831.10	831.10	831.10	831.10	831.10	831.10	831.10

## **7.2 Risk Management**

Glen Eira City Council is committed to ensuring strategic and operational risks are appropriately managed to protect Council and the community.

Council is committed to protecting its revenue, expenditure and assets from any attempt by members of the public, contractors, agents, intermediaries, volunteers, or its own staff to gain financial or other benefits by deceit, bias or dishonest conduct.

Council has a well-developed and mature risk management framework. Through a strategic risk review process, coupled with the incorporation of the top 10 risks in every Council business plan, Council has a thorough understanding of the risks and opportunities it needs to manage.

The challenge ahead is to create true business success by being able to demonstrate that all risks are considered in every decision made. The Risk Management Unit, in collaboration with Council's business unit managers, ensures existing and emerging risk issues are identified, discussed and mitigated. Assistance is offered through advice, support and training to all staff.

Council's Audit Committee considers a number of risk management reports prepared by management. The Committee reviews specific risk areas across Council and in some instances across specific projects, and examines the controls in place to mitigate those risks.

The risk management function works in collaboration with Council's business unit managers to ensure risk is well understood and managed. Assistance is offered through advice, support and training to all staff. Management of risk at the business unit level was reported by the auditors to be excellent. Risk management has been embraced by staff and this responsibility has been included in position descriptions.

Every manager has a risk register to monitor the operational risks within their business units. Managers are provided with refresher training on how to review identified risks, add new risks and assess the effectiveness of the controls while providing detailed information about the way the risk is managed.

Council's key assurance activities have been mapped to its strategic risks. The assurance map considers the key risks to Council in achieving its objectives and performance expectations, the assurance activities that have been conducted and the operation of controls that apply to those risks.



## **8 Glen Eira Rating Strategy**

### **8.1 Rating context**

The whole community pays taxes and rates. Of the total tax revenue collected by all levels of government, currently councils across Australia collect 3.5 per cent. The other 96.5 per cent goes to federal and state governments. The more tax revenue that federal and state governments return to local projects, the less pressure there will be on rates.

Glen Eira City Council's ("Council's") reliance on rates is influenced by policy and legislative factors that preclude or limit Council's ability to charge. Council does not have discretion to set user fees and charges for a range of services where this is set out in State legislation or regulation, such as prescribed fees for planning permits, or in funding agreements with other levels of Government such as those applying to aged services and maternal and child health.

From 2016-17 onwards, Council's ability to raise revenue from rate income has been impacted by the State Government's introduction of the *Fair Go Rates System* (FGRS).

### **8.2 State Taxation of Glen Eira Property**

#### ***Fire Services Property Levy (FSPL)***

From 1 July 2013, the State Government commenced using Local Governments' rate systems as a collection agent for the *Fire Services Property Levy*. The Levy is listed on Council rate notices, collected by Councils and paid to the State Government. The amount of the State Levy collected in Glen Eira is estimated at approximately \$12.33m for 2017-18.

#### ***State Landfill Levy***

The *State Government Landfill Levy* is the amount that Council pays to the State Government for every tonne of waste delivered to landfill. The government uses the levy to promote recycling and related programs and the levy reflects the government's policy to reduce waste going to landfill.

The landfill levy is beyond Council's control.

Since 2009, the State Government's Landfill Levy has increased from \$9 to \$63 per tonne (a 600 per cent increase). It is estimated that Council will pay approximately \$1.88m in 2018-19 for the State Government Landfill Levy which is 25 per cent of Glen Eira's total waste collection and disposal costs.

### **8.3 The Rating System**

The rates system is set down in State Government legislation. One of the easiest ways to explain this system is that if you own one per cent of the value of property in a municipality, you pay one per cent of the total rates.

Rates are set according to how much your property is worth compared to the rest of the municipality. For example, a \$700,000 property in a wealthy municipality may be below the average house value so the owner would pay below the average rates, while a \$700,000 property in a less affluent municipality might be well above the average house value so the owner would pay above average rates.

#### 8.4 The Rating Framework at Glen Eira Council

Glen Eira City Council has adopted the Net Annual Value (NAV) system for rating purposes. NAV for non-residential properties is the assessed rental value. In accordance with legislation this must be at least 5 per cent of the Capital Improved Value (CIV) for any property. For residential properties it is fixed at 5 per cent of the CIV, but for commercial or industrial properties there is no set amount and will generally be higher.

##### **Recreational Land**

Council provides rate relief to recreational land as provided under the Cultural and *Recreational Lands Act 1963*. This Act effectively provides Council with the power to apply a discount to Cultural and Recreational properties.

##### **Rebates**

Under the *Pensioner Rate Assistance Scheme*, anyone who has been issued with a pensioner concession card by Centrelink or Veterans' Affairs, or a Veterans' Affairs Gold Card specifying War Widow or TPI, is entitled to a State Government rebate on their rates bill. The available State Government concession is 50 per cent of rates to a maximum of approximately \$228 (2018-19).

Glen Eira City Council is one of the few Councils to provide an additional rebate to further assist all who are eligible for the State Government rebate. The maximum total Council and State Government rebate granted is \$270 (Council's portion is approximately \$42 in 2018-19).

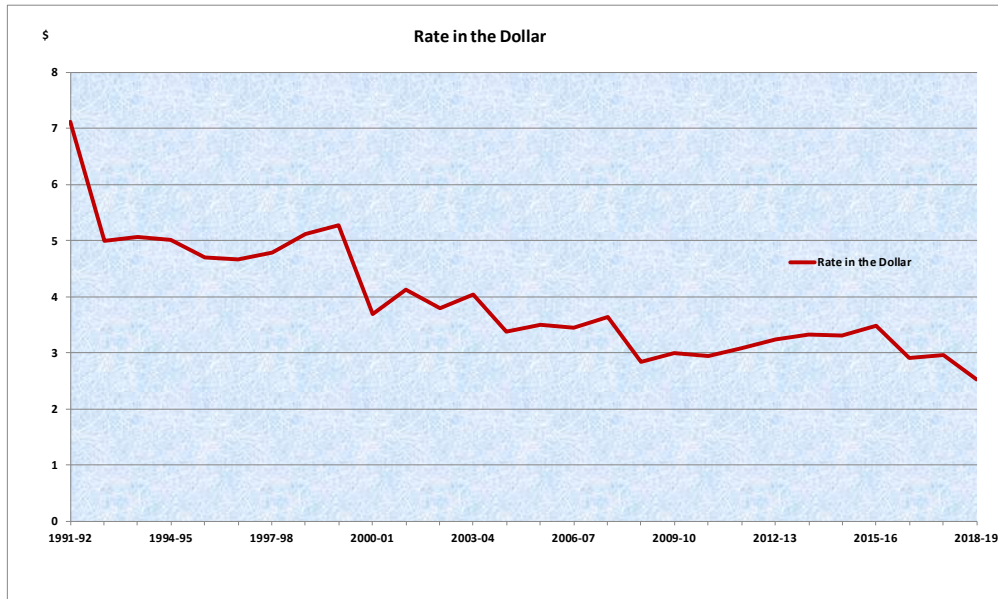
#### 8.5 General Revaluation of Properties

As of 1 July 2018, the Valuer-General will conduct a revaluation of all properties every year. The current revaluation is effective as at 1 January 2018. The current capital improved value of all rateable property is approximately \$72.5 billion.

The property values are used:

- by State Government to levy land tax and the *Fire Services Property Levy* (effective 1 July 2013); and
- by Council to levy rates.

A revaluation has no effect on Council's total rate income. Rising property values do not impact on Council's total revenue collection. They usually result in the adjustment, by Council, of a lower rate in the dollar to offset the overall increase in property values. For example, the rate in the dollar in 1991-92 (City of Caulfield) was 7.1178 of net annual value. The rate in the dollar in 2018-19 is 2.5206.



A revaluation can affect the rates on an individual property. Rates are redistributed according to the shift in property values that have occurred in different parts of the municipality. In a revaluation year some ratepayers may experience a change in their rates depending on the type of property they own, where it is located and how its value has moved relative to the average.

## 8.6 Strategic Resource Plan

In developing the SRP, rate revenue was identified as an important source of revenue, accounting for approximately 51 per cent of the total revenue received by Council annually.

Planning for future rate increases has been an important component of the Strategic Resource Planning process. The State Government has introduced the *Fair Go Rates System* which sets out the maximum amount councils may increase rates in a year. The SRP assumes an average rate increase of 2 per cent per annum.

Glen Eira continues to have the second-lowest average rates and charges in metropolitan Melbourne.

## 8.7 Current and Future year Rate Increases

It is predicted that the 2018-19 operating position will be impacted by wages growth and reductions in government funding. It will therefore be necessary to achieve future revenue growth while containing costs in order to achieve operating surpluses and capital investment as set out in the SRP.

Council's SRP is based on the Rate Cap announcement by the Minister of 2.25 per cent for 2018-19. The SRP assumes an additional 800 to 1,000 property assessments per annum. The average Rates per Assessment for 2018-19 is estimated at \$1,393.

Council is expected to continue to have the second-lowest average rates and charges in metropolitan Melbourne.

The table below shows the average rates per assessment forecasted for the 10 year outlook.

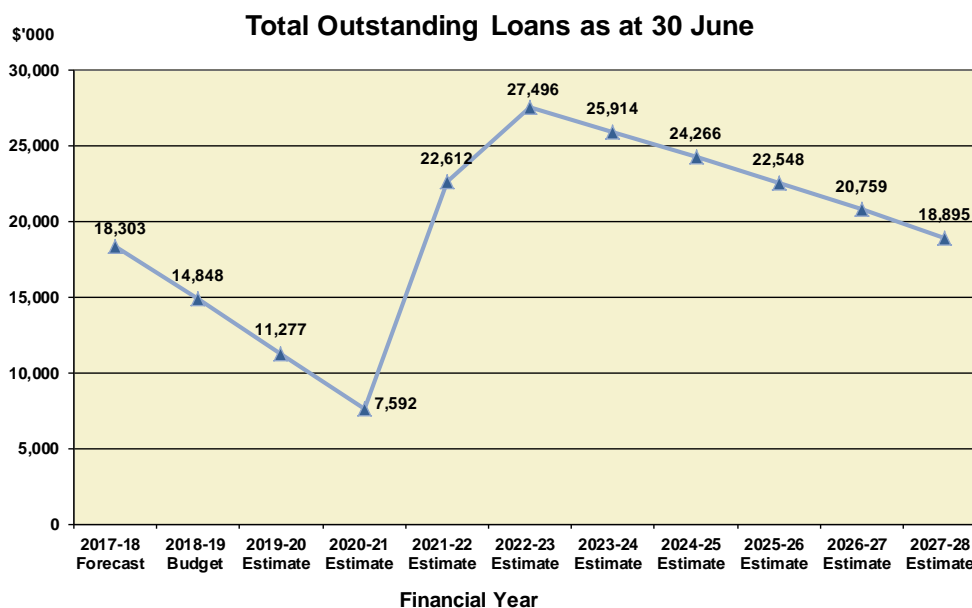
Rate Increases		
Year	Increase in Average Rates per Assessment (capped)	Average Rates per Assessment
	(%)	(\$)
2018-19 Estimate	2.25%	1,393
2019-20 Estimate	2.00%	1,421
2020-21 Estimate	2.00%	1,449
2021-22 Estimate	2.00%	1,478
2022-23 Estimate	2.00%	1,508
2023-24 Estimate	2.00%	1,538
2024-25 Estimate	2.00%	1,569
2025-26 Estimate	2.00%	1,600
2026-27 Estimate	2.00%	1,632
2027-28 Estimate	2.00%	1,665

## 9 Borrowings Strategy / Funding Options

Council drew down \$25m in the early part of 2011-12 for GESAC. Borrowing repayments of principal and interest costs of \$4m will be made during the 2018-19 financial year. Borrowings outstanding as at 30 June 2018 are projected to be \$14.8m.

New borrowings of \$30m have been assumed in the Strategic Resource Plan to fund major and strategic projects from 2021-22. This is considered an appropriate funding source for long term community assets.

The long-term financial position within the SRP is based on Council funding the entire Capital Works Program (including Council borrowings). Consideration of alternative funding options (besides borrowings), may be explored and this is likely to depend on specific site options available with different partners.



As can be seen from the graph above, Council intends to borrow funds in 2021-22 and 2022-23 and to repay this over 15 years.

## 2018-19 to 2027-28 Strategic Resource Plan

The following table sets out the schedule of borrowings and repayments, based on the forecast financial position of Council out to 2027-28.

<b>Borrowings</b>				
<b>Year</b>	<b>New Borrowings</b>	<b>Repayment of Borrowings</b>	<b>Interest Paid for Borrowings</b>	<b>Balance 30 June</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
2017-18 Forecast	-	3,343	662	18,303
2018-19 Budget	-	3,455	554	14,848
2019-20 Estimate	-	3,571	416	11,277
2020-21 Estimate	-	3,685	301	7,592
2021-22 Estimate	20,000	4,980	992	22,612
2022-23 Estimate	10,000	5,115	1,232	27,496
2023-24 Estimate	-	1,582	1,110	25,914
2024-25 Estimate	-	1,648	1,044	24,266
2025-26 Estimate	-	1,717	975	22,548
2026-27 Estimate	-	1,789	903	20,759
2027-28 Estimate	-	1,864	828	18,895

## 10 Infrastructure Strategy

Council is committed to the long term sustainability of its major community assets. To this end, over the years, Council has developed and implemented the following Asset Management Plans:

- Stormwater Drainage
- Roads and Right of Ways
- Pathways
- Buildings and Structures
- Recreation

The plans provide the framework for meeting the desired levels of service from our community assets, in the most cost effective manner for the present and the future. The plans incorporate the main elements of planning, creating, operating, maintaining, replacing and renewing Council assets.

Using the basis of the various Asset Management Plans, capital expenditure requirements of Council have been estimated for the next 10 years (which is a key input to the SRP). The key processes to determine Council's long-term infrastructure funding requirements are as follows:

- Long term capital planning process which integrates with the *Council and Community Plan*, *Strategic Resource Plan* and *Annual Budget* processes.
- Identification of capital projects through the preparation of asset management plans.
- Prioritisation of capital projects within classes on the basis of evaluation criteria.
- Business Case template for officers to document capital project submissions.

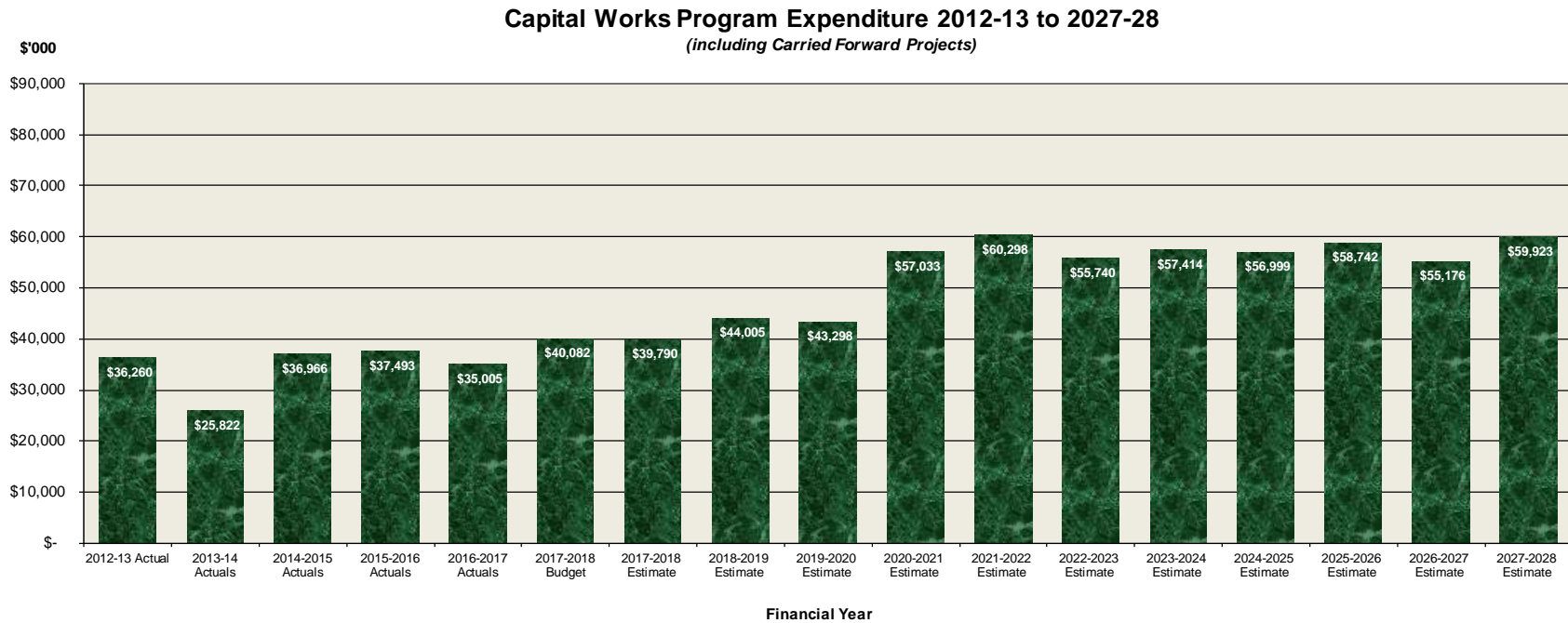
The plans provide the framework for meeting the desired levels of service from our community assets, in the most cost effective manner for the present and the future.

A key objective of the *Infrastructure Strategy* is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

Most of the condition data Council has about its community assets is now reliable and up to date. It shows that Council's assets, on average, are in very good condition. Further, over 90 per cent of the assets are in good to excellent condition.

With a robust financial strategy in place, Council is in a good position to continue to maintain its existing community assets to the standard the community expects. This is a substantial turnaround from 1999 when Council became increasingly aware that many of its assets were run down and not financially sustainable.

The graph below highlights the growth in Capital expenditure since 2012-13 and Council's forward outlook on capital expenditure to 2027-28.





## 11 **Financial Statements**

The following eight Financial Statements for the *Strategic Resource Plan* form a special purpose financial report prepared specifically to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources - Staff Expenditure
- Statement of Human Resources - Staff Numbers

## 2018-19 to 2027-28 Strategic Resource Plan

### Comprehensive Income Statement for the years ending 30 June 2018 - 2028

	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>												
Rates Revenue	88,407	88,463	92,145	95,067	98,418	101,865	105,410	108,749	112,179	115,703	119,323	123,041
Supplementary Rates	800	852	800	800	800	800	800	800	800	800	800	800
Waste and Recycling Charges	15,060	14,700	16,367	16,695	17,028	17,369	17,716	18,071	18,432	18,801	19,177	19,560
Statutory Fees and Fines	6,630	8,365	8,116	8,278	8,443	8,612	8,785	8,960	9,139	9,322	9,509	9,699
User Fees	27,185	27,603	29,514	30,400	31,312	32,251	33,219	34,215	35,242	36,299	37,388	38,509
Other Income	2,951	3,068	1,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942
Interest Received	1,200	1,468	1,500	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Contributions - Monetary	7,500	7,786	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Contributions - Non-monetary	-	5,230	-	-	-	-	-	-	-	-	-	-
Grants - Operating	21,800	23,832	21,618	23,799	24,275	24,761	25,256	25,761	26,276	26,802	27,338	27,884
Grants - Capital	623	698	1,315	2,329	1,297	1,553	1,559	315	321	328	334	341
<b>Total Income</b>	<b>172,157</b>	<b>182,066</b>	<b>182,318</b>	<b>189,610</b>	<b>193,816</b>	<b>199,453</b>	<b>204,986</b>	<b>209,113</b>	<b>214,632</b>	<b>220,296</b>	<b>226,110</b>	<b>232,077</b>
<b>Expenses</b>												
Employee Costs	73,167	72,481	77,212	79,299	81,282	82,880	84,987	87,147	89,363	91,634	93,925	96,273
Materials and Consumables	5,997	5,619	5,962	6,081	6,203	6,327	6,454	6,583	6,714	6,849	6,986	7,125
Contractor Payments	33,007	33,372	34,530	34,274	34,720	34,988	35,863	36,759	38,278	38,826	39,991	41,191
Maintenance	6,648	6,614	7,512	7,662	7,816	7,972	8,131	8,294	8,460	8,629	8,802	8,978
Utilities	4,528	4,257	5,168	5,272	5,377	5,485	5,595	5,706	5,821	5,937	6,056	6,177
Insurance	1,034	907	1,053	1,074	1,095	1,117	1,139	1,162	1,185	1,209	1,233	1,258
Grants and Subsidies	926	1,091	1,312	1,338	1,365	1,392	1,420	1,449	1,478	1,507	1,537	1,568
Other Expenses	4,707	5,277	5,706	5,821	5,937	6,056	6,177	6,300	6,426	6,555	6,686	6,820
Borrowing Costs	660	662	554	416	301	992	1,232	1,110	1,044	975	903	828
Depreciation and Amortisation	23,234	22,775	23,557	24,146	24,750	25,368	26,003	26,653	27,319	28,002	28,702	29,419
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	1,030	1,191	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095	1,095
<b>Total Expenses</b>	<b>154,938</b>	<b>154,245</b>	<b>163,662</b>	<b>166,478</b>	<b>169,941</b>	<b>173,672</b>	<b>178,094</b>	<b>182,258</b>	<b>187,183</b>	<b>191,218</b>	<b>195,916</b>	<b>200,732</b>
<b>Surplus for the year</b>	<b>17,219</b>	<b>27,821</b>	<b>18,656</b>	<b>23,132</b>	<b>23,875</b>	<b>25,781</b>	<b>26,892</b>	<b>26,855</b>	<b>27,449</b>	<b>29,078</b>	<b>30,194</b>	<b>31,345</b>

**Balance Sheet for the years ending 30 June 2018 - 2028**

	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>												
<b>Current Assets</b>												
Cash and Cash Equivalents	57,644	65,049	61,398	63,202	52,502	59,769	63,203	59,110	56,626	54,642	57,968	58,340
Trade and Other Receivables	10,408	12,739	12,739	12,739	12,739	12,739	12,739	12,739	12,739	12,739	12,739	12,739
Other Financial Assets	1,297	1,497	1,497	1,497	1,497	1,497	1,497	1,497	1,497	1,497	1,497	1,497
<b>Total Current Assets</b>	<b>69,349</b>	<b>79,285</b>	<b>75,634</b>	<b>77,438</b>	<b>66,738</b>	<b>74,005</b>	<b>77,439</b>	<b>73,346</b>	<b>70,862</b>	<b>68,878</b>	<b>72,204</b>	<b>72,576</b>
<b>Non-Current Assets</b>												
Investments in Joint Operations	2,125	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592
Financial Assets	5	5	5	5	5	5	5	5	5	5	5	5
Intangible Assets	1,042	764	764	764	764	764	764	764	764	764	764	764
Property, Infrastructure, Plant & Equipment	2,072,236	2,203,875	2,222,727	2,240,484	2,271,373	2,304,908	2,333,250	2,362,617	2,390,902	2,420,247	2,445,326	2,474,435
<b>Total Non-Current Assets</b>	<b>2,075,408</b>	<b>2,206,236</b>	<b>2,225,088</b>	<b>2,242,845</b>	<b>2,273,734</b>	<b>2,307,269</b>	<b>2,335,611</b>	<b>2,364,977</b>	<b>2,393,262</b>	<b>2,422,607</b>	<b>2,447,686</b>	<b>2,476,795</b>
<b>Total Assets</b>	<b>2,144,756</b>	<b>2,285,521</b>	<b>2,300,722</b>	<b>2,320,283</b>	<b>2,340,472</b>	<b>2,381,274</b>	<b>2,413,050</b>	<b>2,438,323</b>	<b>2,464,124</b>	<b>2,491,485</b>	<b>2,519,890</b>	<b>2,549,371</b>
<b>Liabilities</b>												
<b>Current Liabilities</b>												
Trade and Other Payables	16,494	14,717	14,717	14,717	14,717	14,717	14,717	14,717	14,717	14,717	14,717	14,717
Trust Funds and Deposits	25,501	29,874	29,874	29,874	29,874	29,874	29,874	29,874	29,874	29,874	29,874	29,874
Provisions	13,391	12,850	13,350	13,850	14,350	14,850	15,850	16,850	17,850	18,850	19,850	20,850
Interest-Bearing Liabilities	3,455	3,455	3,571	3,685	3,805	4,623	1,582	1,648	1,717	1,789	1,864	1,943
<b>Total Current Liabilities</b>	<b>58,841</b>	<b>60,895</b>	<b>61,512</b>	<b>62,126</b>	<b>62,746</b>	<b>64,064</b>	<b>62,023</b>	<b>63,089</b>	<b>64,158</b>	<b>65,230</b>	<b>66,305</b>	<b>67,384</b>
<b>Non-Current Liabilities</b>												
Provisions	1,186	1,431	1,431	1,431	1,431	1,431	1,431	1,431	1,431	1,431	1,431	1,431
Interest-Bearing Liabilities	14,848	14,848	11,277	7,592	3,786	17,989	25,914	24,266	22,549	20,759	18,895	16,952
Other Liabilities	2,568	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420
<b>Total Non-Current Liabilities</b>	<b>18,602</b>	<b>18,699</b>	<b>15,128</b>	<b>11,443</b>	<b>7,637</b>	<b>21,840</b>	<b>29,765</b>	<b>28,117</b>	<b>26,400</b>	<b>24,610</b>	<b>22,746</b>	<b>20,804</b>
<b>Total Liabilities</b>	<b>77,443</b>	<b>79,594</b>	<b>76,640</b>	<b>73,568</b>	<b>70,383</b>	<b>85,904</b>	<b>91,788</b>	<b>91,206</b>	<b>90,558</b>	<b>89,840</b>	<b>89,051</b>	<b>88,188</b>
<b>Net Assets</b>	<b>2,067,314</b>	<b>2,205,927</b>	<b>2,224,082</b>	<b>2,246,714</b>	<b>2,270,089</b>	<b>2,295,370</b>	<b>2,321,262</b>	<b>2,347,117</b>	<b>2,373,566</b>	<b>2,401,644</b>	<b>2,430,839</b>	<b>2,461,184</b>
<b>Equity</b>												
Accumulated Surplus	926,386	943,675	969,644	992,276	1,015,651	1,040,932	1,066,824	1,092,679	1,119,128	1,147,206	1,176,401	1,206,746
Reserves	1,140,928	1,262,252	1,254,438	1,254,438	1,254,438	1,254,438	1,254,438	1,254,438	1,254,438	1,254,438	1,254,438	1,254,438
<b>TOTAL EQUITY</b>	<b>2,067,314</b>	<b>2,205,927</b>	<b>2,224,082</b>	<b>2,246,714</b>	<b>2,270,089</b>	<b>2,295,370</b>	<b>2,321,262</b>	<b>2,347,117</b>	<b>2,373,566</b>	<b>2,401,644</b>	<b>2,430,839</b>	<b>2,461,184</b>

## 2018-19 to 2027-28 Strategic Resource Plan

Statement of Changes in Equity for the years ending 30 June 2018-22			
	Total	Accumulated Surplus	Reserves
	\$'000	\$'000	\$'000
<b>2017-18 Budget</b>			
Balance at beginning of the financial year	2,050,595	917,142	1,133,453
Comprehensive result	17,219	17,219	-
Movement in assets and liabilities	(500)	(500)	-
Movement in Reserves	-	(7,475)	7,475
<b>Balance at end of financial year</b>	<b>2,067,314</b>	<b>926,386</b>	<b>1,140,928</b>
<b>2017-18 Forecast</b>			
Balance at beginning of the financial year	2,178,106	919,972	1,258,134
Comprehensive result	27,821	27,821	-
Movement in assets and liabilities	-	-	-
Movement in Reserves	-	(4,118)	4,118
<b>Balance at end of financial year</b>	<b>2,205,927</b>	<b>943,675</b>	<b>1,262,252</b>
<b>2018-19 Budget</b>			
Balance at beginning of the financial year	2,205,927	943,675	1,262,252
Comprehensive result	18,656	18,656	-
Movement in assets and liabilities	(500)	(500)	-
Movement in Reserves	-	7,814	(7,814)
<b>Balance at end of financial year</b>	<b>2,224,082</b>	<b>969,644</b>	<b>1,254,438</b>
<b>2019-20 Estimate</b>			
Balance at beginning of the financial year	2,224,082	969,644	1,254,438
Comprehensive result	23,132	23,132	-
Movement in assets and liabilities	(500)	(500)	-
Movement in Reserves	-	-	-
<b>Balance at end of financial year</b>	<b>2,246,714</b>	<b>992,276</b>	<b>1,254,438</b>
<b>2020-21 Estimate</b>			
Balance at beginning of the financial year	2,246,714	992,276	1,254,438
Comprehensive result	23,875	23,875	-
Movement in assets and liabilities	(500)	(500)	-
Movement in Reserves	-	-	-
<b>Balance at end of financial year</b>	<b>2,270,089</b>	<b>1,015,651</b>	<b>1,254,438</b>
<b>2021-22 Estimate</b>			
Balance at beginning of the financial year	2,270,089	1,015,651	1,254,438
Comprehensive result	25,781	25,781	-
Movement in assets and liabilities	(500)	(500)	-
Movement in Reserves	-	-	-
<b>Balance at end of financial year</b>	<b>2,295,370</b>	<b>1,040,932</b>	<b>1,254,438</b>

## 2018-19 to 2027-28 Strategic Resource Plan

### Statement of Changes in Equity for the years ending 30 June 2022-28

	Total	Accumulated Public Open Space Surplus	Reserve
	\$'000	\$'000	\$'000
<b>2022-23 Estimate</b>			
Balance at beginning of the financial year	2,295,370	1,040,932	1,254,438
Comprehensive result	26,892	26,892	-
Movement in assets and liabilities	(1,000)	(1,000)	-
Movement in Reserves	-	-	-
<b>Balance at end of financial year</b>	<b>2,321,262</b>	<b>1,066,824</b>	<b>1,254,438</b>
<b>2023-24 Estimate</b>			
Balance at beginning of the financial year	2,321,262	1,066,824	1,254,438
Comprehensive result	26,855	26,855	-
Movement in provisions	(1,000)	(1,000)	-
Movement in Reserves	-	-	-
<b>Balance at end of financial year</b>	<b>2,347,117</b>	<b>1,092,679</b>	<b>1,254,438</b>
<b>2024-25 Estimate</b>			
Balance at beginning of the financial year	2,347,117	1,092,679	1,254,438
Comprehensive result	27,449	27,449	-
Movement in assets and liabilities	(1,000)	(1,000)	-
Movement in Reserves	-	-	-
<b>Balance at end of financial year</b>	<b>2,373,566</b>	<b>1,119,128</b>	<b>1,254,438</b>
<b>2025-26 Estimate</b>			
Balance at beginning of the financial year	2,373,566	1,119,128	1,254,438
Comprehensive result	29,078	29,078	-
Movement in assets and liabilities	(1,000)	(1,000)	-
Movement in Reserves	-	-	-
<b>Balance at end of financial year</b>	<b>2,401,644</b>	<b>1,147,206</b>	<b>1,254,438</b>
<b>2026-27 Estimate</b>			
Balance at beginning of the financial year	2,401,644	1,147,206	1,254,438
Comprehensive result	30,194	30,194	-
Movement in assets and liabilities	(1,000)	(1,000)	-
Movement in Reserves	-	-	-
<b>Balance at end of financial year</b>	<b>2,430,839</b>	<b>1,176,401</b>	<b>1,254,438</b>
<b>2027-28 Estimate</b>			
Balance at beginning of the financial year	2,430,839	1,176,401	1,254,438
Comprehensive result	31,345	31,345	-
Movement in assets and liabilities	(1,000)	(1,000)	-
Movement in Reserves	-	-	-
<b>Balance at end of financial year</b>	<b>2,461,184</b>	<b>1,206,746</b>	<b>1,254,438</b>

## 2018-19 to 2027-28 Strategic Resource Plan

### Statement of Cash Flows for the ending 30 June 2018 - 2028

	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flow from Operating Activities</b>												
Rates Revenue	89,207	89,315	92,945	95,867	99,218	102,665	106,210	109,549	112,979	116,503	120,123	123,841
Waste and Recycling Charges	15,060	14,700	16,367	16,695	17,028	17,369	17,716	18,071	18,432	18,801	19,177	19,560
Statutory Fees and Fines	6,630	8,365	8,116	8,278	8,443	8,612	8,785	8,960	9,139	9,322	9,509	9,699
User Fees	27,185	27,603	29,514	30,400	31,312	32,251	33,219	34,215	35,242	36,299	37,388	38,509
Other Receipts	2,951	3,068	1,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942	1,942
Interest Received	1,200	1,468	1,500	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Contributions - Monetary	7,500	7,786	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Grants - Operating	21,800	23,832	21,618	23,799	24,275	24,761	25,256	25,761	26,276	26,802	27,338	27,884
Grants - Capital	623	698	1,315	2,329	1,297	1,553	1,559	315	321	328	334	341
Employee Costs	(73,167)	(72,481)	(77,212)	(79,299)	(81,282)	(82,880)	(84,987)	(87,147)	(89,363)	(91,634)	(93,925)	(96,273)
Materials and Services	(52,140)	(51,859)	(55,537)	(55,701)	(56,576)	(57,281)	(58,601)	(59,953)	(61,936)	(62,957)	(64,605)	(66,297)
Other Payments	(4,707)	(5,277)	(5,706)	(5,821)	(5,937)	(6,056)	(6,177)	(6,300)	(6,426)	(6,555)	(6,686)	(6,820)
<b>Net Cash provided by/(used in) Operating Activities</b>	<b>42,143</b>	<b>47,218</b>	<b>43,862</b>	<b>48,789</b>	<b>50,021</b>	<b>53,236</b>	<b>55,221</b>	<b>55,713</b>	<b>56,907</b>	<b>59,150</b>	<b>60,894</b>	<b>62,688</b>
<b>Cash Flow from Investing Activities</b>												
Proceeds from Sale of Property, Infrastructure, Plant & Equipment	501	513	501	300	300	300	300	300	300	300	300	300
Payments for Property, Infrastructure, Plant & Equipment	(40,082)	(39,790)	(44,005)	(43,298)	(57,033)	(60,298)	(55,740)	(57,414)	(56,999)	(58,742)	(55,176)	(59,923)
<b>Net Cash provided by/(used in) Investing Activities</b>	<b>(39,581)</b>	<b>(39,277)</b>	<b>(43,504)</b>	<b>(42,998)</b>	<b>(56,733)</b>	<b>(59,998)</b>	<b>(55,440)</b>	<b>(57,114)</b>	<b>(56,699)</b>	<b>(58,442)</b>	<b>(54,876)</b>	<b>(59,623)</b>
<b>Cash Flow from Financing Activities</b>												
Proceeds from Borrowings	-	-	-	-	-	20,000	10,000	-	-	-	-	-
Repayment of Borrowings	(3,343)	(3,343)	(3,455)	(3,571)	(3,685)	(4,980)	(5,115)	(1,582)	(1,648)	(1,717)	(1,789)	(1,864)
Finance Costs	(660)	(662)	(554)	(416)	(301)	(992)	(1,232)	(1,110)	(1,044)	(975)	(903)	(828)
<b>Net Cash provided by/(used in) Financing Activities</b>	<b>(4,003)</b>	<b>(4,005)</b>	<b>(4,009)</b>	<b>(3,987)</b>	<b>(3,987)</b>	<b>14,028</b>	<b>3,653</b>	<b>(2,692)</b>	<b>(2,692)</b>	<b>(2,692)</b>	<b>(2,692)</b>	<b>(2,692)</b>
Net Increase/(Decrease) in Cash held	(1,441)	3,937	(3,651)	1,804	(10,699)	7,266	3,434	(4,094)	(2,484)	(1,984)	3,326	372
Cash and Cash Equivalents at the Beginning of the Financial Year	59,085	61,112	65,049	61,398	63,202	52,502	59,769	63,203	59,110	56,626	54,642	57,968
<b>Cash and Cash Equivalents at End of Year</b>	<b>57,644</b>	<b>65,049</b>	<b>61,398</b>	<b>63,202</b>	<b>52,502</b>	<b>59,769</b>	<b>63,203</b>	<b>59,110</b>	<b>56,626</b>	<b>54,642</b>	<b>57,968</b>	<b>58,340</b>

**Statement of Capital Works for the years ending 30 June 2018- 2028**

Capital Works Area	2017-18 Budget \$'000	2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000	2024-25 Estimate \$'000	2025-26 Estimate \$'000	2026-27 Estimate \$'000	2027-28 Estimate \$'000
Carried forward expenditure from previous financial year	6,000	5,124	5,000	-	-	-	-	-	-	-	-	-
<b>New Works</b>												
<b>Property</b>												
Land	-	3,661	-	-	-	-	-	-	-	-	-	-
Buildings	5,525	5,882	8,082	9,096	9,100	7,873	4,075	9,317	7,247	6,370	7,449	6,237
<b>Total Property</b>	<b>5,525</b>	<b>9,543</b>	<b>8,082</b>	<b>9,096</b>	<b>9,100</b>	<b>7,873</b>	<b>4,075</b>	<b>9,317</b>	<b>7,247</b>	<b>6,370</b>	<b>7,449</b>	<b>6,237</b>
<b>Plant and Equipment</b>												
Plant, Machinery and Equipment	1,672	1,821	2,142	1,941	1,333	1,892	1,188	1,678	1,796	1,766	2,013	1,878
Computers and Telecommunications	1,918	1,975	831	1,345	1,372	1,399	1,427	1,456	1,485	1,515	1,545	1,576
Library Books and Materials	873	873	889	889	906	925	943	962	981	1,001	1,021	1,041
Other	1,049	1,049	1,517	1,081	307	313	320	326	333	339	341	342
<b>Total Plant and Equipment</b>	<b>5,511</b>	<b>5,717</b>	<b>5,379</b>	<b>5,256</b>	<b>3,918</b>	<b>4,529</b>	<b>3,878</b>	<b>4,422</b>	<b>4,595</b>	<b>4,621</b>	<b>4,919</b>	<b>4,837</b>
<b>Infrastructure</b>												
Roads	7,843	7,843	8,655	8,043	7,408	7,671	8,052	8,231	8,392	8,506	8,642	8,679
Footpaths	2,010	2,010	2,270	2,315	2,362	2,409	2,457	2,506	2,556	2,608	2,660	2,713
Drainage	3,570	3,190	3,641	3,714	3,789	3,864	3,942	4,020	4,101	4,183	4,266	4,352
Open Space and Recreation	8,853	10,594	8,007	10,923	22,156	30,501	30,487	12,667	12,108	12,704	12,989	16,006
Car Parks	420	420	400	1,800	1,950	2,550	2,350	10,350	9,900	2,350	2,850	14,350
Streetscape Works	350	350	2,570	2,150	6,350	900	500	5,900	8,100	17,400	11,400	2,750
<b>Total Infrastructure</b>	<b>23,046</b>	<b>24,407</b>	<b>25,544</b>	<b>28,946</b>	<b>44,014</b>	<b>47,895</b>	<b>47,788</b>	<b>43,675</b>	<b>45,157</b>	<b>47,751</b>	<b>42,808</b>	<b>48,850</b>
<b>Total New Works</b>	<b>34,082</b>	<b>39,667</b>	<b>39,005</b>	<b>43,298</b>	<b>57,033</b>	<b>60,298</b>	<b>55,740</b>	<b>57,414</b>	<b>56,999</b>	<b>58,742</b>	<b>55,176</b>	<b>59,923</b>
Carried forward projects to the next financial year	-	(5,000)	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure</b>	<b>40,082</b>	<b>39,790</b>	<b>44,005</b>	<b>43,298</b>	<b>57,033</b>	<b>60,298</b>	<b>55,740</b>	<b>57,414</b>	<b>56,999</b>	<b>58,742</b>	<b>55,176</b>	<b>59,923</b>

**Statement of Capital Works for the years ending 30 June 2018- 2028**

Capital Works Area	2017-18 Budget \$'000	2017-18 Forecast \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000	2024-25 Estimate \$'000	2025-26 Estimate \$'000	2026-27 Estimate \$'000	2027-28 Estimate \$'000
<b>Total Capital Expenditure</b>	<b>40,082</b>	<b>39,790</b>	<b>44,005</b>	<b>43,298</b>	<b>57,033</b>	<b>60,298</b>	<b>55,740</b>	<b>57,414</b>	<b>56,999</b>	<b>58,742</b>	<b>55,176</b>	<b>59,923</b>
<b>Represented by:</b>												
Asset Renewal Expenditure	18,045	15,165	19,945	18,884	15,924	17,155	16,859	19,011	18,715	19,121	20,279	22,465
Asset Upgrade Expenditure	11,921	10,848	15,022	17,135	33,055	36,511	32,492	23,594	24,380	24,755	22,932	23,651
Asset Expansion Expenditure	5,775	5,775	759	3,469	4,959	3,281	3,224	11,319	10,639	11,296	8,568	10,116
Asset New Expenditure	4,341	8,002	8,278	3,810	3,095	3,351	3,165	3,490	3,264	3,569	3,397	3,691
<b>Total Capital Expenditure</b>	<b>40,082</b>	<b>39,790</b>	<b>44,005</b>	<b>43,298</b>	<b>57,033</b>	<b>60,298</b>	<b>55,740</b>	<b>57,414</b>	<b>56,999</b>	<b>58,742</b>	<b>55,176</b>	<b>59,923</b>
<b>Funding sources represented by:</b>												
Grants	623	698	1,315	2,329	1,297	1,553	1,559	315	321	328	334	341
Council Cash	39,459	39,092	42,689	40,969	55,736	38,745	44,181	57,099	56,678	58,414	54,841	59,582
Borrowings	-	-	-	-	-	20,000	10,000	-	-	-	-	-
<b>Total Capital Funding</b>	<b>40,082</b>	<b>39,790</b>	<b>44,005</b>	<b>43,298</b>	<b>57,033</b>	<b>60,298</b>	<b>55,740</b>	<b>57,414</b>	<b>56,999</b>	<b>58,742</b>	<b>55,176</b>	<b>59,923</b>



**Statement of Human Resources - Staff Expenditure for the years ending 30 June 2018 - 2028**

Description	2017-18 Budget	2017-18 Forecast	2018-19 Budget	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff Expenditure</b>												
<b>Community Wellbeing</b>												
Permanent Full-time	9,205	9,205	9,289	9,521	9,759	10,007	10,262	10,522	10,790	11,064	11,341	11,624
Permanent Part-time	21,551	21,551	21,436	21,972	22,521	23,093	23,680	24,282	24,900	25,532	26,171	26,825
<b>Total Community Wellbeing</b>	<b>30,756</b>	<b>30,756</b>	<b>30,724</b>	<b>31,493</b>	<b>32,280</b>	<b>33,100</b>	<b>33,942</b>	<b>34,805</b>	<b>35,689</b>	<b>36,597</b>	<b>37,512</b>	<b>38,449</b>
<b>Infrastructure, Environment and Leisure</b>												
Permanent Full-time	15,956	15,956	17,126	17,834	18,280	18,276	18,740	19,217	19,705	20,206	20,711	21,229
Permanent Part-time	1,030	1,030	836	857	879	901	924	948	972	996	1,021	1,047
<b>Total Infrastructure, Environment and Leisure</b>	<b>16,986</b>	<b>16,986</b>	<b>17,962</b>	<b>18,691</b>	<b>19,158</b>	<b>19,177</b>	<b>19,664</b>	<b>20,164</b>	<b>20,677</b>	<b>21,202</b>	<b>21,732</b>	<b>22,276</b>
<b>Planning and Place</b>												
Permanent Full-time	6,835	6,835	6,961	7,135	7,314	7,500	7,690	7,886	8,086	8,292	8,499	8,712
Permanent Part-time	1,000	1,000	1,157	1,186	1,216	1,247	1,279	1,311	1,344	1,379	1,413	1,448
<b>Total Planning and Place</b>	<b>7,835</b>	<b>7,835</b>	<b>8,119</b>	<b>8,322</b>	<b>8,530</b>	<b>8,747</b>	<b>8,969</b>	<b>9,197</b>	<b>9,431</b>	<b>9,671</b>	<b>9,912</b>	<b>10,160</b>
<b>Corporate Services</b>												
Permanent Full-time	6,493	6,493	6,158	6,312	6,469	6,634	6,802	6,975	7,153	7,334	7,518	7,706
Permanent Part-time	683	683	890	912	935	959	983	1,008	1,034	1,060	1,087	1,114
<b>Total Corporate Services</b>	<b>7,176</b>	<b>7,176</b>	<b>7,048</b>	<b>7,224</b>	<b>7,404</b>	<b>7,593</b>	<b>7,786</b>	<b>7,984</b>	<b>8,187</b>	<b>8,395</b>	<b>8,604</b>	<b>8,820</b>
<b>City Management</b>												
Permanent Full-time	2,259	2,259	2,585	2,527	2,590	2,656	2,723	2,792	2,863	2,936	3,009	3,085
Permanent Part-time	315	315	448	459	471	483	495	507	520	534	547	561
<b>Total City Management</b>	<b>2,574</b>	<b>2,574</b>	<b>3,033</b>	<b>2,986</b>	<b>3,060</b>	<b>3,138</b>	<b>3,218</b>	<b>3,300</b>	<b>3,384</b>	<b>3,470</b>	<b>3,556</b>	<b>3,645</b>
<b>Total Permanent Staff Expenditure</b>	<b>65,327</b>	<b>65,327</b>	<b>66,886</b>	<b>68,715</b>	<b>70,433</b>	<b>71,755</b>	<b>73,579</b>	<b>75,449</b>	<b>77,367</b>	<b>79,334</b>	<b>81,317</b>	<b>83,350</b>
Casuals and Other Expenditure	10,251	9,565	12,572	12,887	13,209	13,545	13,889	14,243	14,605	14,976	15,351	15,735
Capitalised Labour Costs	(2,411)	(2,411)	(2,246)	(2,302)	(2,360)	(2,420)	(2,481)	(2,545)	(2,609)	(2,676)	(2,742)	(2,811)
<b>Total Expenditure</b>	<b>73,167</b>	<b>72,481</b>	<b>77,212</b>	<b>79,299</b>	<b>81,282</b>	<b>82,880</b>	<b>84,987</b>	<b>87,147</b>	<b>89,363</b>	<b>91,634</b>	<b>93,925</b>	<b>96,273</b>

**Statement of Human Resources - Staff Numbers for the years ending 30 June 2018 - 2028**

Description	2017-18 Budget EFT Number	2017-18 Forecast EFT Number	2018-19 Budget EFT Number	2019-20 Estimate EFT Number	2020-21 Estimate EFT Number	2021-22 Estimate EFT Number	2022-23 Estimate EFT Number	2023-24 Estimate EFT Number	2024-25 Estimate EFT Number	2025-26 Estimate EFT Number	2026-27 Estimate EFT Number	2027-28 Estimate EFT Number
<b>Staff Expenditure</b>												
<b>Community Wellbeing</b>												
Permanent Full-time	98.51	98.51	98.29	98.29	98.29	98.29	98.29	98.29	98.29	98.29	98.29	98.29
Permanent Part-time	253.02	253.02	241.79	241.79	241.79	241.79	241.79	241.79	241.79	241.79	241.79	241.79
<b>Total Community Wellbeing</b>	<b>351.53</b>	<b>351.53</b>	<b>340.08</b>	<b>340.08</b>	<b>340.08</b>	<b>340.08</b>	<b>340.08</b>	<b>340.08</b>	<b>340.08</b>	<b>340.08</b>	<b>340.08</b>	<b>340.08</b>
<b>Infrastructure, Environment and Leisure</b>												
Permanent Full-time	149.09	149.09	160.80	160.80	160.80	160.80	160.80	160.80	160.80	160.80	160.80	160.80
Permanent Part-time	8.87	8.87	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49	10.49
<b>Total Infrastructure, Environment and Leisure</b>	<b>157.96</b>	<b>157.96</b>	<b>171.29</b>	<b>171.29</b>	<b>171.29</b>	<b>171.29</b>	<b>171.29</b>	<b>171.29</b>	<b>171.29</b>	<b>171.29</b>	<b>171.29</b>	<b>171.29</b>
<b>Planning and Place</b>												
Permanent Full-time	67.82	67.82	68.00	68.00	68.00	68.00	68.00	68.00	68.00	68.00	68.00	68.00
Permanent Part-time	12.67	12.67	14.84	14.84	14.84	14.84	14.84	14.84	14.84	14.84	14.84	14.84
<b>Total Planning and Place</b>	<b>80.49</b>	<b>80.49</b>	<b>82.84</b>	<b>82.84</b>	<b>82.84</b>	<b>82.84</b>	<b>82.84</b>	<b>82.84</b>	<b>82.84</b>	<b>82.84</b>	<b>82.84</b>	<b>82.84</b>
<b>Corporate Services</b>												
Permanent Full-time	64.79	64.79	56.00	56.00	56.00	56.00	56.00	56.00	56.00	56.00	56.00	56.00
Permanent Part-time	5.48	5.48	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30
<b>Total Corporate Services</b>	<b>70.27</b>	<b>70.27</b>	<b>65.30</b>	<b>65.30</b>	<b>65.30</b>	<b>65.30</b>	<b>65.30</b>	<b>65.30</b>	<b>65.30</b>	<b>65.30</b>	<b>65.30</b>	<b>65.30</b>
<b>City Management</b>												
Permanent Full-time	17.00	17.00	21.00	21.00	21.00	21.00	21.00	21.00	21.00	21.00	21.00	21.00
Permanent Part-time	4.06	4.06	4.06	4.06	4.06	4.06	4.06	4.06	4.06	4.06	4.06	4.06
<b>Total City Management</b>	<b>21.06</b>	<b>21.06</b>	<b>25.06</b>	<b>25.06</b>	<b>25.06</b>	<b>25.06</b>	<b>25.06</b>	<b>25.06</b>	<b>25.06</b>	<b>25.06</b>	<b>25.06</b>	<b>25.06</b>
<b>Total Permanent Staff</b>	<b>681.31</b>	<b>681.31</b>	<b>684.57</b>	<b>684.57</b>	<b>684.57</b>	<b>684.57</b>	<b>684.57</b>	<b>684.57</b>	<b>684.57</b>	<b>684.57</b>	<b>684.57</b>	<b>684.57</b>
Casuals and Other	99.39	99.39	118.53	118.53	118.53	118.53	118.53	118.53	118.53	118.53	118.53	118.53
Capitalised Labour	30.00	30.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00
<b>Total Staff</b>	<b>810.70</b>	<b>810.70</b>	<b>831.10</b>	<b>831.10</b>	<b>831.10</b>	<b>831.10</b>	<b>831.10</b>	<b>831.10</b>	<b>831.10</b>	<b>831.10</b>	<b>831.10</b>	<b>831.10</b>

**4.2 ADOPTION OF 2018-19 DRAFT ANNUAL BUDGET**

**Author:** John Vastianos, Chief Financial Officer

**Trim No:** 18/1136814

**Attachments:** 1. 2018-19 Draft Annual Budget

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**PURPOSE AND SUMMARY**

To adopt the *2018-19 Annual Budget* in accordance with the *Local Government Act 1989* (the 'Act').

**RECOMMENDATION**

That:

- a) Council, having prepared and published its *2018-19 Budget* and having considered any submissions received in accordance with section 223 of the Act, hereby resolves to adopt the *2018-19 Budget*, as attached;
- b) A public notice be given of the decision to adopt the Budget, in accordance with section 130(2) of the Act; and
- c) Council submits a copy of the Budget to the Minister in accordance with section 130(4) of the Act.

**BACKGROUND**

The *2018-19 Draft Annual Budget*, (refer to Attachment 1), is for the year 1 July 2018 to 30 June 2019 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.

The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

## ISSUES AND DISCUSSION

### **Budget Overview**

Council's strategic direction is set out in the *Council and Community Plan*. The Council Plan is underpinned by a ten year *Strategic Resource Plan* (SRP).

This Budget for 2018-19 represents one year's instalment on the implementation of the Council Plan and SRP. Highlights of the *2018-19 Draft Annual Budget* include:

#### **i. The Rate Rise**

The proposed budget is based on a rate increase of 2.25 per cent. This is in line with the new *Fair Go Rates System* (FGRS) which has capped rates increases by Victorian councils to the forecast movement of 2.25 per cent in line with the forecasted Consumer Price Index (CPI) for the financial year 2018-19.

This is the third year of Victorian Councils operating under a rate cap. Previous year caps were also based on forecast CPI and set at 2.0 per cent for 2017-18 and 2.5 per cent for 2016-17.

Council must manage the budget and long-term plan appropriately within the constraints set by the State Government's Rate Capping regime.

Council has elected not to apply to the Essential Services Commission (ESC) for a rate cap variation in 2018-19.

The average rates per assessment for 2018-19 is estimated at \$1,393.

#### **ii. Property Valuations**

In a revaluation year, rate increases are impacted by both the average rate increase (2.25 per cent) and the relative change of an individual property's value when compared to others across the municipality.

As 2018-19 is a revaluation year, the actual rate increase applicable to a property may therefore be either less or more than the rate cap of 2.25 per cent based on whether the value of the property has changed at the same or lesser rate than the average across Glen Eira.

Rates are redistributed according to the shift in property values that have occurred in different parts of the municipality. Some ratepayers may experience a change in their rates depending on the type of property they own, where it is located and how its value has moved relative to the average. Therefore, if your property increases by more in value than the average within the municipality, your rates will increase by more than 2.25 per cent while if your property value increased by less than the average, your rates will increase by less than 2.25 per cent and may in fact reduce from the previous year.

**iii. New capital expenditure**

To support Council's \$2.18 billion of community assets, new capital expenditure is projected at \$39 million for asset renewals, upgrades and expansions. The capital works program includes, but is not limited to:

- Major Projects — this includes design works for Carnegie Sports Precinct, pavilion forward design works and construction at King George VI Reserve and Murrumbeena Park (\$2.76m).
- Strategic Projects — Activity Centre Streetscape Works, Structure Plan designs at Elsternwick, Bentleigh and Carnegie and Integrated Transport Strategy Implementation design (\$2.87m).
- Community Facilities — comprises buildings and building improvements, upgrade and renewal of community facilities; Municipal offices; sports facilities; and pavilions (\$2.68m).
- Community Safety — this includes safety projects: cross intersection, pedestrian and safer speed limits; school safety; shopping centres; sustainable transport; disabled parking upgrades and new footpaths (\$965k).
- Recreation & Open Space — this includes open space initiatives; parks; playing surfaces; and playground equipment (\$6.02m).
- Sustainability — street lighting upgrade, installation of LED lights; park lighting energy efficiency upgrade; and photovoltaic systems on council assets to generate renewable energy (\$2.56m).
- Renewal Projects — this includes the renewal and upgrade of Council's major infrastructure assets, such as: road reconstruction; drainage improvement; footpaths; local road resurfacing and carparks. Other renewals include: plant and machinery; furniture and equipment; information technology and telecommunications; and library collections (\$21.15m).

**iv. Public open space**

Council receives open space levies pursuant to clause 52.01 of the Glen Eira Planning Scheme. Council has achieved the uniform levy rate of 5.7 per cent (Amendment C120).

Council provides open space for recreation, nature conservation and passive outdoor enjoyment. This includes parks, reserves, gardens, larger urban and civic spaces and forecourts as shown by completed projects within the *Open Space Strategy*.

**v. Waste and recycling**

China's recent ban on receiving certain types of recycling material will see Glen Eira residents facing larger than normal waste charge increases in 2018-19. This ban has severely disrupted recycling markets worldwide with significant impacts being felt in Victoria.

China's decision impacts kerbside recycling services as recyclables from households are usually on-sold in a mixed form. While most of Victoria's kerbside recyclable material is processed in Victoria or Australia, significant quantities are exported to China for processing, meaning the new restrictions are having impacts on recycling processors.

Glen Eira's policy is to levy waste and recycling charges on the basis of cost recovery. This is consistent with the position of the majority of councils given that waste charges are outside the Minister's Rate Cap. The budget reflects both an increase in Waste and Recycling Charges as well as increased contractor expenses. Residential Garbage Charges for 2018-19 are set at:

- Large 240L Waste Charge \$416 (including an estimated \$49 State Levy) (\$366 in 2017-18)
- Small 120L Waste Charge \$207 (including an estimated \$24 State Levy) (\$177 in 2017-18)
- Residential Flat Shared Bins (240L) Waste Charge \$207 per assessment (including an estimated \$24 State Levy) (\$177 in 2017-18)
- 240L Family Bin \$279 (including an estimated \$49 State Levy) (\$256 in 2017-18)
- Medical 240L Waste Charge \$207 (including an estimated \$49 State Levy) (\$177 in 2017-18)
- Litter Management Charge \$56 (\$54 in 2017-18).

**vi. Pensioner rebate**

The combined State and Council pensioner rebate will be maintained at a total of \$270, which is higher than in most Victorian municipalities.

**vii. Fire Service Property Levy**

From 1 July 2013, the State Government commenced using Local Governments' rate systems as a collection agent for the Fire Services Property Levy. The levy is listed on Council rate notices, collected by Councils and paid to the State Government.

**viii. Early Learning Centre Fees**

2018-19 fees proposed are as follows:

- For 0 - 3 year olds \$133 per day (\$130 in 2017-18)
- For 3 - 5 year olds \$125 per day (\$122 in 2017-18)

The number of Early Learning Centre places in the municipality currently exceeds the demand for places. A large proportion of Early Learning Centres in Glen Eira, including Council Centres, do not have 100 per cent utilisation rates.

**FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

The proposed budget details the resources required over the next year to fund the large range of services Council provides to the community. It also includes details of proposed capital expenditure allocations to improve and renew our City's physical infrastructure, buildings and operational assets as well as funding proposals for a range of operating projects.

The key financial objectives for Council are:

- Manage finances appropriately within the constraints set by the State Government's Rate Capping regime.
- Renew and upgrade our ageing assets and community facilities.
- Maintain essential services at not less than current levels.
- Set fee increases that are manageable and sustainable.
- Invest in continuous improvement, technology and other enablers to efficiency and embrace customer outcomes.
- Keep day-to-day costs manageable and rates below our peers.

**POLICY AND LEGISLATIVE IMPLICATIONS**

- **Budget** - under section 127 of the Act, Council is required to prepare and adopt an annual budget each financial year.
- **Public Notice** - under section 129 of the Act, as soon as practicable after a Council has prepared a proposed budget or revised budget, the Council must give public notice.
- **Adoption of Budget** - under section 130 of the Act, Council must adopt the budget by 30 June each year and must submit a copy of the budget to the Minister within 28 days after adopting the budget.

**COMMUNICATION AND ENGAGEMENT**

In accordance with the 'Act', Councils must give the public at least 28 days to inspect the budget. On 1 May 2018, Council resolved to give Public Notice of the proposed *2018-19 Draft Annual Budget*, with a public information session held on 21 May 2018.

Budget submissions were provided to Councillors as part of the 12 June 2018 Council Meeting Agenda.

All processes were completed in accordance with section 223 of the *Local Government Act 1989*.

Council officers in preparing the *2018-19 Draft Annual Budget*, take into account other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the current financial year.

**LINK TO COUNCIL AND COMMUNITY PLAN**

Theme Five: Informed and Engaged

A well governed Council that is committed to transparency and engages residents in decision-making.

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

**CONCLUSION**

That Council adopts the 2018-19 Draft Annual Budget and submits a copy of the Budget to the Minister in accordance with section 130(4) of the Act.



GLEN EIRA  
CITY COUNCIL

BENTLEIGH  
BENTLEIGH EAST  
BRIGHTON EAST  
CARNEGIE  
CAULFIELD  
ELSTERNWICK  
GARDENVALE  
GLEN HUNTLY  
MCKINNON  
MURRUMBEENA  
ORMOND  
ST KILDA EAST

GLEN EIRA CITY COUNCIL

# ANNUAL BUDGET 2018–19

For the year ending 30 June 2019

Special Council Meeting  
Tuesday 26 June 2018





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## Mayor's and CEO's Introduction

We are pleased to release the *2018-19 Budget*. The Budget will enable the delivery of our *Council and Community Plan 2017-2021* and focuses on the following five themes:

- Theme 1: Liveable and well-designed
- Theme 2: Accessible and well-connected
- Theme 3: Safe, healthy and inclusive
- Theme 4: Clean and sustainable
- Theme 5: Informed and engaged

The *Council and Community Plan 2017-2021* sets out our strategic plan to deliver our shared vision over the full term of the Council.

The *Budget* details the resources required to fund the large range of services we provide to the community. It also includes details of capital expenditure allocations to improve and renew our City's physical infrastructure, buildings and operational assets.

It is our job to listen to community sentiment and understand your priorities. During and following the Council elections in 2016, we have consistently heard that Council's services are valued by the community, that you want us to have good plans in place to shape the City's future, and that we should continue to keep rates as low as possible. Over the coming years we will invest more in technology and other improvements so that we can continue to deliver high quality, responsive and accessible services to the community at a reasonable cost.

Our focus for the next year is to continue to deliver on the projects and services that make our City a great place to live in and respond to the challenges we are currently facing.

### **Rate Capping**

The budget is based on a rate increase of 2.25 per cent. This is in line with the *Fair Go Rates System* (FGRS) which has capped rate increases by Victorian councils to the forecast movement in the Consumer Price Index (CPI) and Wage Price Index.

This 'cap' applies to the average, per property increase, for all rates in the municipality. It does not apply to individual rate notices. We anticipate that Glen Eira will remain the second lowest rating Council in metropolitan Melbourne.

### **Funding**

Council's Annual Budget always seeks to balance demand for services and infrastructure within revenue constraints. This is challenging, as inevitably compromises and/or choices need to be made about what to do when, and to what standard.

We are confident that this budget not only continues the effort that has commenced in recent years but also provides the necessary investment for a successful future.

As Mayor and CEO we are committed to supporting the Council by delivering good value for money to you, our community. We will continue to deliver the high quality services and projects that you already enjoy, and that together, make our City a great place to live.

The year will not be without challenges. Specifically, this budget responds to our need to:

- Manage our finances within the constraints set by the State Government's rate capping regime.
- Provide top-up funding for services that we provide on behalf of the State and Federal Government to the local community (such as School Crossing Supervision and Home and Community Care). Over time the funds received by local governments have not increased in line with real cost increases – leaving a gap.
- Increase investment in the maintenance of our ageing community and infrastructure assets.
- Respond to growth and increasing diversity in the population within the municipality.

Some of the main project areas include:

***(a) Structure Planning***

Last year Council committed to a significant strategic work plan including a comprehensive update of the Glen Eira Planning Scheme, and a refreshed approach to place based planning and integrated transport. This important work will set the future 10-20 year strategic direction in the key areas of land-use, transport, economic development and urban design.

In line with State Government policy, Bentleigh, Carnegie and Elsternwick will experience higher levels of growth over the next 15 years. Understandably, the community has expressed concerns about how this will impact the liveability of these centres, such as overdevelopment, traffic and parking. In response, individual Structure Plans have been established outlining the future vision for these centres and identifying what changes are required to work towards that vision. These Structure Plans include things like development and future land use, transport and parking, types and heights of buildings, employment, open spaces, infrastructure, and the preservation and protection of neighbourhood character.

Now that the Structure Plans have been approved, Council needs to apply to the State Government to have these formally included in the Glen Eira Planning Scheme to make them enforceable. We will also start planning and implementing improvements to public spaces and planning for major projects identified in the plans. Council will work with a range of stakeholders such as local community, local traders, landowners, VicRoads and Public Transport Victoria, either through advocacy or partnership, to fund and deliver key projects in an orderly and staged manner.

***(b) Integrated Transport Strategy***

The community has been clear that traffic and parking congestion associated with the growth of Glen Eira is a major and growing concern. Glen Eira has limited opportunity to increase road capacity, which means that increasing car numbers will ultimately lead to a critical tipping point where car travel is no longer an attractive travel choice.

Where congestion cannot be improved, the key will be to improve the speed and safety of other modes such as trams, trains, buses, bikes and walking. Acknowledging that the continued growth in car trips is unsustainable, Council will work towards increasing the share of active and sustainable modes such as walking, cycling and public transport.

In order to transition Glen Eira as a City that is easy to move around with a range of safe travel options and walkable neighbourhoods, we have developed an Integrated Transport Strategy. The Strategy sets a high-level strategic vision that establishes Council's transport priorities, aligned with the 15-year vision for Glen Eira. Council will continue to consult with the community and work with stakeholders to implement a range of policies, pilot programs and projects that will enhance liveability for all residents, and ensure that we move towards a better transport system that will reduce traffic congestion and parking issues.

**(c) Capital Works Program**

In the *2018–19 Budget*, Council has allocated funding of \$39m for asset renewals, upgrades and expansions. The capital works program includes, but is not limited to:

- Major Projects — this includes design works for Carnegie Sports Precinct, pavilion forward design works and construction at King George VI Reserve and Murrumbeena Park (\$2.76m).
- Strategic Projects — Activity Centre Streetscape Works, Structure Plan designs at Elsternwick, Bentleigh and Carnegie and Integrated Transport Strategy Implementation design (\$2.87m).
- Community Facilities — comprises buildings and building improvements, upgrade and renewal of community facilities; Municipal offices; sports facilities; and pavilions (\$2.68m).
- Community Safety — this includes safety projects: cross intersection, pedestrian and safer speed limits; school safety; shopping centres; sustainable transport; disabled parking upgrades and new footpaths (\$965k).
- Recreation & Open Space — this includes open space initiatives; parks; playing surfaces; and playground equipment (\$6.02m).
- Sustainability — street lighting upgrade, installation of LED lights; park lighting energy efficiency upgrade; and photovoltaic systems on council assets to generate renewable energy (\$2.56m).
- Renewal Projects — this includes the renewal and upgrade of Council's major infrastructure assets, such as: road reconstruction; drainage improvement; footpaths; local road resurfacing and carparks. Other renewals include: plant and machinery; furniture and equipment; information technology and telecommunications; and library collections (\$21.15m).

**(d) Continuous Improvement and Innovation**

We are committed to continuously improving our services and improving efficiency, and have built it into our everyday activities. Our Glen Eira Transforming Together program of internal transformation has been developed to ensure that we focus our efforts on becoming an organisation that is known for excellence through leadership, innovation and partnership.

We are working towards success and sustainability for the long term. This means improving services and assets, eliminating bureaucracy and wasted effort, and increasing our use of technology and contemporary ways of working to make it easier for you to do business with us.

Our transformation program will deliver meaningful medium term efficiencies that Council will be able to re-invest into other areas of the business such as front line services and city infrastructure. The program touches all areas of our business and importantly creates a link between culture and service performance.

The *Budget* was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. It should be read in conjunction with our *Council and Community Plan 2017-2021*.

We look forward to working with you to achieve the commitments that we have made.

Key budget information is provided below about Council's rate cap rise, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives.

For more information about Council's Budget 2018-19 visit [www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)



**Cr Tony Athanasopoulos**  
**Mayor**



**Rebecca McKenzie**  
**Chief Executive Officer**

## Executive Summary

Council has prepared a *Budget* for 2018-19 which is aligned to the vision in the *Council and Community Plan 2017-2021*. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government. The strategy adopted in this *Budget* is to:

- Manage finances appropriately within the constraints set by the State Government's Rate Capping regime.
- Renew and upgrade our ageing assets and community facilities.
- Maintain essential services at not less than current levels.
- Set fee increases that are manageable and sustainable.
- Invest in continuous improvement, technology and other enablers to efficiency and embrace customer outcomes.
- Keep day-to-day costs manageable and rates below our peers.

### a) Integrated Planning

Council's strategic direction is set out in the *Council and Community Plan 2017-2021*.

The *Council and Community Plan* is underpinned by a ten year *Strategic Resource Plan (SRP)*.

This *Budget* for 2018-19 represents one year's instalment on the implementation of the *Council and Community Plan* and *SRP*. Further information on the Council's planning framework commences in the 'Budget Processes' – refer to Appendix A.

### b) The Rate Rise

The Minister for Local Government has set the cap on Victorian council rate rises at 2.25 per cent, in line with the forecasted Consumer Price Index (CPI) for the financial year 2018-19. The budget assumes an additional 1,000 property assessments. The average Rates per Assessment for 2018-19 is estimated at \$1,393.

This is the third year of Victorian councils operating under a rate cap. Previous year caps were also based on forecast CPI and set at 2017-18 (2.0 per cent) and 2016-17 (2.5 per cent).

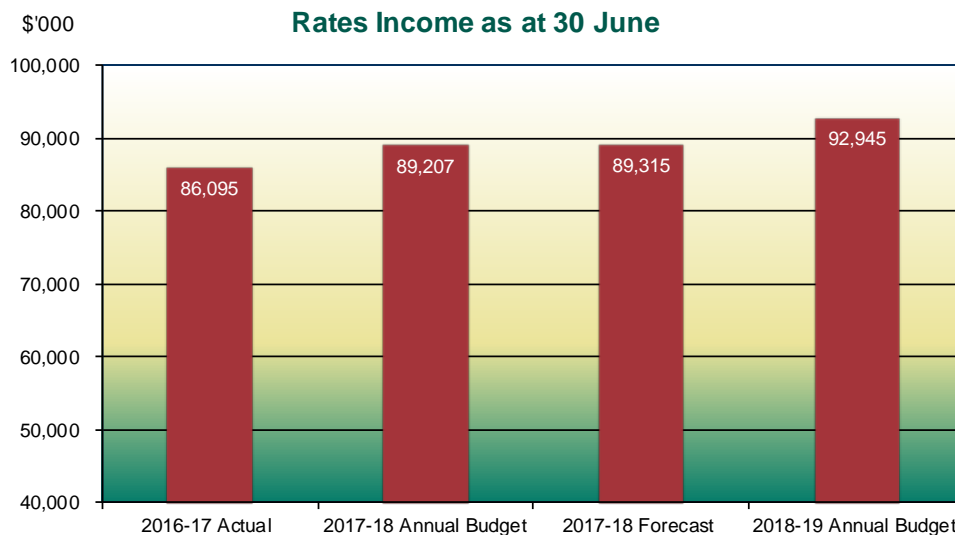
Council must manage the budget and long-term plan appropriately within the constraints set by the State Government's Rate Capping regime.

Total rates would be \$92.95m, including \$800k generated from supplementary rates. Total rates and charges revenue (including waste) is \$109.31m. This is expected to continue to be the second-lowest average rates and charges in metropolitan Melbourne.

#### a. Key drivers:

- i. To fund ongoing service delivery – business as usual (balanced with greater service demands from residents).
- ii. To fund renewal of infrastructure and community assets.
- iii. To cope with growth in the population within the municipality.
- iv. To cope with cost shifting from the State Government.

#### b. Valuations will be as per the General Revaluation dated 1 January 2018 (as amended by supplementary valuations).



Refer to section 4.1.1 Rates Revenue for details.

### c) Property Valuation

In a revaluation year, rate increases are impacted by both the average rate increase (2.25 per cent) and the relative change of an individual property's value when compared to others across the municipality.

As 2018-19 is a revaluation year, the actual rate increase applicable to a property may therefore be either less or more than the rate cap of 2.25 per cent based on whether the value of the property has changed at the same or lesser rate than the average across Glen Eira.

Rates are redistributed according to the shift in property values that have occurred in different parts of the municipality. Some ratepayers may experience a change in their rates depending on the type of property they own, where it is located and how its value has moved relative to the average. Therefore, if your property increases by more in value than the average within the municipality, your rates will increase by more than 2.25 per cent while if your property value increased by less than the average, your rates will increase by less than 2.25 per cent and may in fact reduce from the previous year.

### d) Public Open Space

Council receives open space levies pursuant to clause 52.01 of the *Glen Eira Planning Scheme*. Council has achieved the uniform levy rate of 5.7 per cent (Amendment C120).

Council provides open space for recreation, nature conservation and passive outdoor enjoyment. This includes parks, reserves, gardens, larger urban and civic spaces and forecourts as shown by completed projects within the *Open Space Strategy*.

#### **e) Waste and Recycling**

China's recent ban on receiving certain types of recycling material will see Glen Eira residents facing larger than normal waste charge increases in 2018-19. This ban has severely disrupted recycling markets worldwide with significant impacts being felt in Victoria.

China's decision impacts kerbside recycling services as recyclables from households are usually on-sold in a mixed form. While most of Victoria's kerbside recyclable material is processed in Victoria or Australia, significant quantities are exported to China for processing, meaning the new restrictions are having impacts on recycling processors.

Glen Eira's policy is to levy waste and recycling charges on the basis of cost recovery. This is consistent with the position of the majority of councils given that waste charges are outside the Minister's Rate Cap. The budget reflects both an increase in Waste and Recycling Charges as well as increased contractor expenses.

Council is in the midst of contractual negotiations with the recycling contractor. This budget assumes an amount that may be charged by Council's recycling contractor for collection and disposal of recyclables and is reflected in the charges below.

Council had primarily received income for the collection of recyclables. With the impact of China's policy change, Council will now pay for the collection and disposal of recyclable materials, with an adverse effect to Council, in this budget, of \$130 per tonne.

Residential Garbage Charges for 2018-19 are set at:

- Large 240L Waste Charge \$416 (including an estimated \$49 State Levy) (\$366 in 2017-18)
- Small 120L Waste Charge \$207 (including an estimated \$24 State Levy) (\$177 in 2017-18)
- Residential Flat Shared Bins (240L) Waste Charge \$207 per assessment (including an estimated \$24 State Levy) (\$177 in 2017-18)
- 240L Family Bin \$279 (including an estimated \$49 State Levy) (\$256 in 2017-18)
- Medical 240L Waste Charge \$207 (including an estimated \$49 State Levy) (\$177 in 2017-18)
- Litter Management Charge \$56 (\$54 in 2017-18).

#### **f) Sustainability**

Environmental initiatives \$2.6m including:

- Street lighting upgrades \$1.37m
- Sustainability initiatives – LED lights; insulation; solar film - \$762k
- Park lighting energy efficiency upgrades - \$270k
- Water management feasibility study - \$92k
- Installing fixed recycling bins in public parks - \$69k.



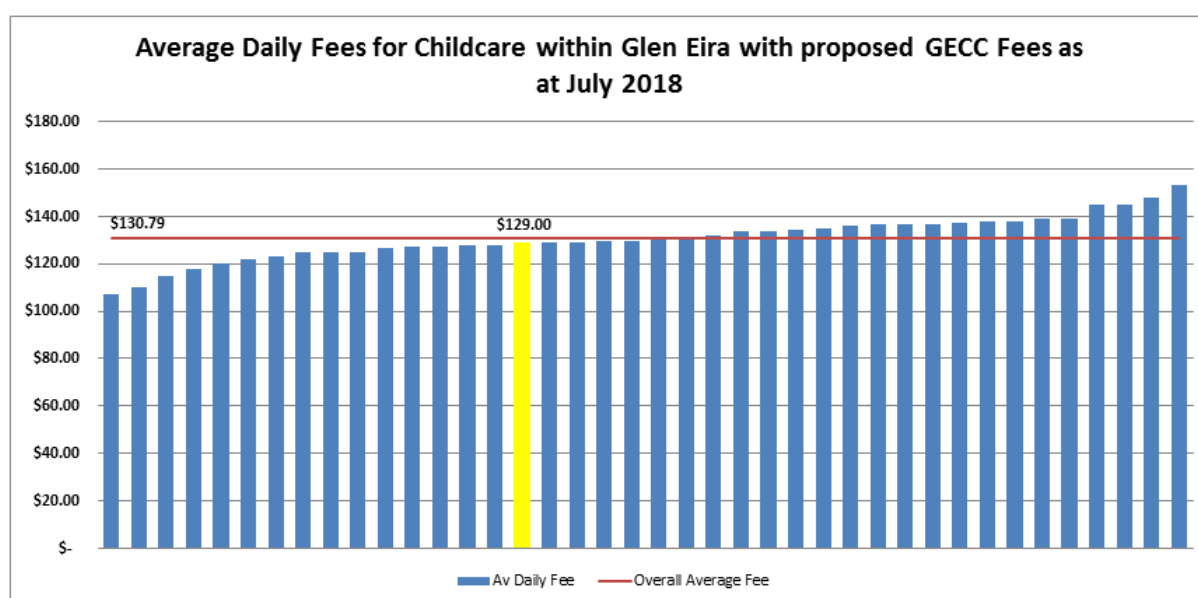
### g) Early Learning Centres

2018-19 fees proposed are as follows:

- For 0 - 3 year olds \$133 per day (\$130 in 2017-18)
- For 3 - 5 year olds \$125 per day (\$122 in 2017-18)

The number of Early Learning Centre places in the municipality currently exceeds the demand for places. A large proportion of Early Learning Centres in Glen Eira, including Council Centres, do not have 100 per cent utilisation rates.

With a \$3 increase as proposed, this will bring fees at Council's Early Learning Centres up to just below average when compared against the other 48 private and not-for-profit Centres operating in Glen Eira, refer to the graph below:



*Note: some centres will be revising fees during the financial year*

### h) Superannuation Defined Benefits

The *Defined Benefit Scheme* provides quarterly reviews of the "Vested Benefits Index" (VBI) to Councils (this is reported in the monthly Financial Report to Council). In simple terms, this index measures whether there are enough assets to meet the liabilities of the *Defined Benefit Scheme*.

For the plan to be in a satisfactory financial position requires a VBI of 100 per cent or more. The VBI has remained greater than 100 per cent since June 2013.

The *Defined Benefit Superannuation Scheme* (for pre-1993 employees) continues to meet prudential requirements.

**i) Auditor-General's Classification**

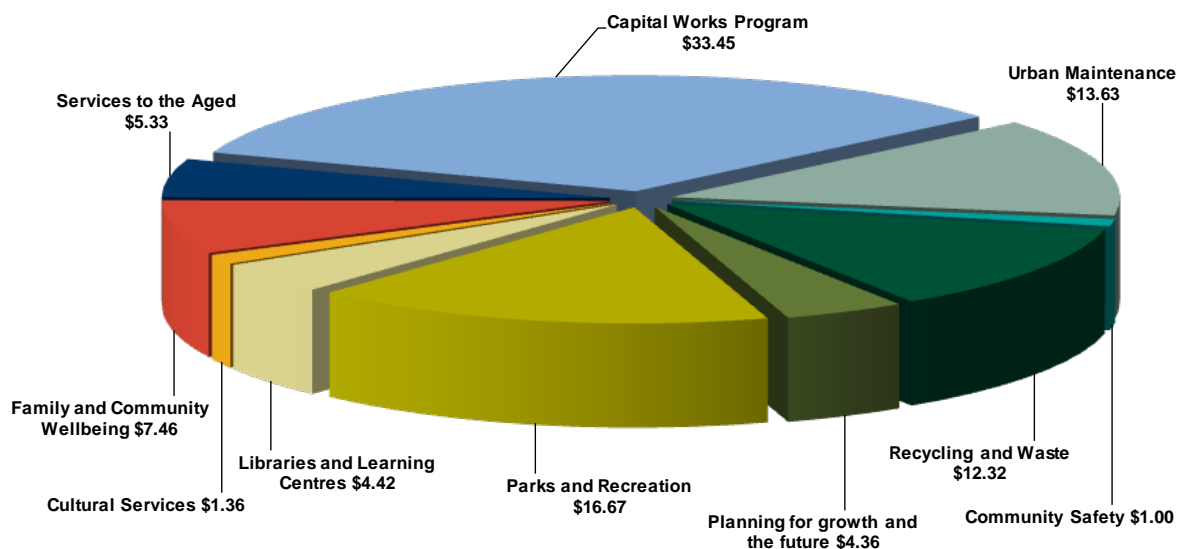
The Auditor-General rates Council as 'low risk' (the best possible rating) for 2016-17. That rating is expected to be maintained in the 2018-19 year.

**j) Sector Benchmarking**

Glen Eira is a low-cost, high investing organisation which charges low municipal Rates. Council continues to have the second-lowest average rates and charges in metro Melbourne (refer to Sector Benchmarks - page 18).

**k) Council Services**

Services that Council delivers for every \$100 of Rate Revenue



*Note: figures include internal revenue and expense allocations and are calculated net of direct income items such as grants and fees and charges (excluding waste management).*

## **Guide to Services**

### **Capital Works Program:**

Provision of new assets, renewal, upgrade and expansions for existing infrastructure, plant and equipment and property assets.

### **Parks and Recreation:**

Promote, manage, maintain and improve the City's open recreational space and strategic planning for the City's recreation activities, facilities and reserves. Maintains trees and sports grounds and manages recreational facilities, pavilions and youth services.

### **Recycling and Waste:**

Collection and disposal of general waste, green waste and hard rubbish and provision of recycling services. Also includes street sweeping activities, waste management education and enforcement.

### **Urban Maintenance:**

Maintaining, developing and renewing the City's infrastructure including footpaths, roads, drains and buildings. This also includes facilities management, project and asset management, and emergency services.

### **Services for Families and the Community:**

The function includes the following areas - maternal and child health, kindergartens central enrolment service, family day care, early learning services, occasional care, children's support services and immunisation and public health.

### **Services to the Aged:**

Home and community based services for elderly residents. Includes personal care, home maintenance, disability and respite care, meal delivery, social programs and independent living units. Also includes low and high level care in three residential facilities.

### **Libraries:**

Provides access to reference material, information, books, DVDs, magazines, games, e-Books and e-Magazines at Caulfield, Elsternwick, Carnegie and Bentleigh.

### **Planning for Growth and the Future:**

Implementation of Councils Planning Scheme, development of an activity centre strategy and structure plans and strategic urban planning services.

### **Community Safety:**

Includes street lighting, school crossing, environmental health, building control and local laws.

### **Cultural Services:**

Provides a comprehensive program of art and cultural activities including exhibitions, events, concerts and festivals.

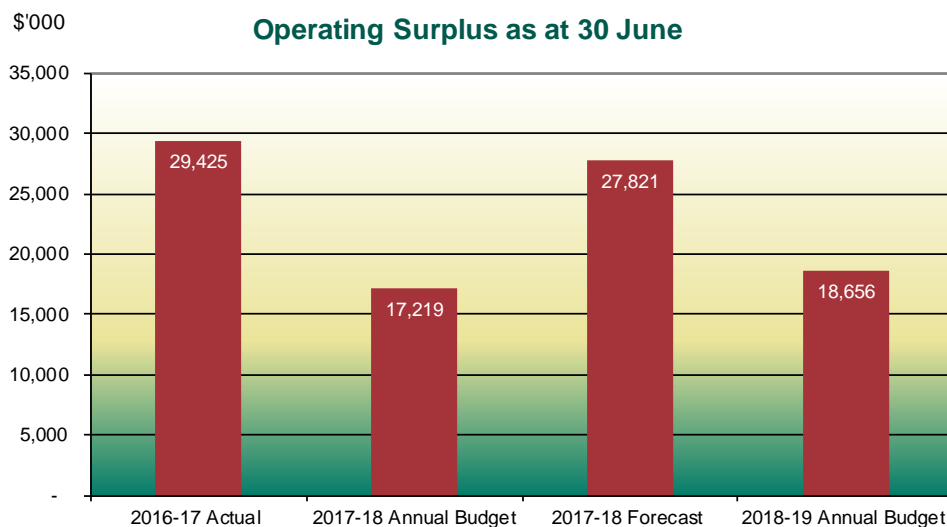
## I) Summary of Financial Position

This section provides key information about rates, operating result, cash and investments, the capital works program, financial position and financial sustainability.

▪ <u>Total Revenue:</u>	\$182.32m	(2017-18 forecast = \$182.07m)
▪ <u>Total Expenditure:</u>	\$163.66m	(2017-18 forecast = \$154.25m)
▪ <u>Operating Surplus:</u>	\$18.66m	(2017-18 forecast = \$27.82m)
▪ <u>Capital Expenditure :</u>	\$44.01m	(2017-18 forecast = \$39.79m)

Refer to Financial Statements - Section 4.

### Operating Result

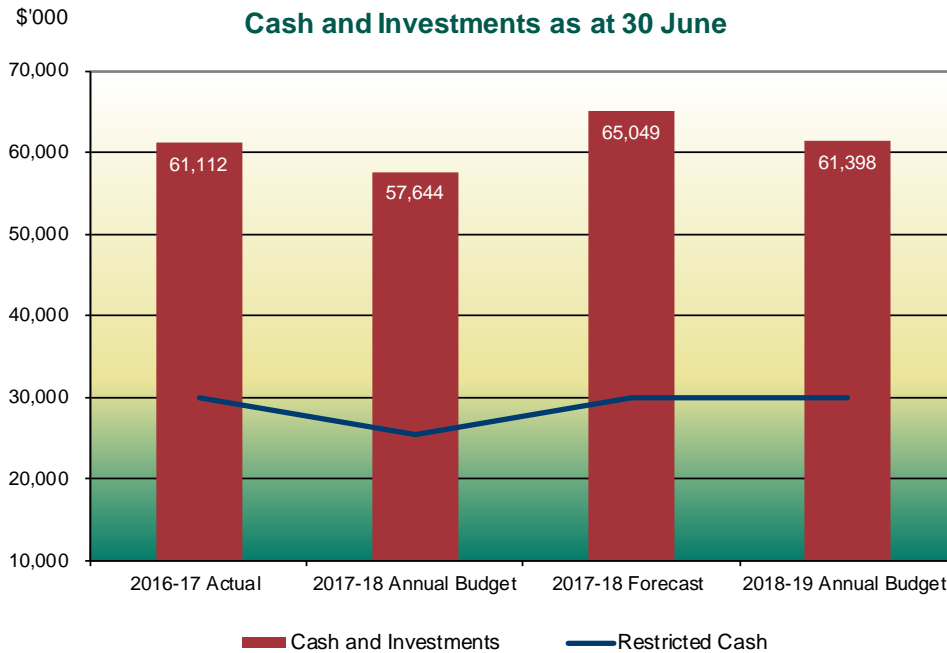


The expected operating result for the 2018-19 year is a surplus of \$18.66m which is a decrease of \$9.17m from the 2017-18 annual forecast. The forecast operating result for the 2017-18 year is higher than budgeted mainly due to statutory fees and a one off non-monetary contribution during the year. The early payment of the Victoria Grants Commission is a timing difference that has increased the 2017-18 forecast and decreased the 2018-19 Budget by \$1.84m

### Underlying Result

The adjusted underlying result, which excludes items such as non-recurrent capital contributions, gains or losses on disposal of non-operating assets sold and other one-off adjustments, is expected to be \$18.44m. Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital from being allocated to cover operating expenses).

## Cash Result



Total cash and investments are expected to decrease by \$3.65m during the year to \$61.4m as at 30 June 2019.

Council should hold sufficient cash to cover 'Restricted Assets' such as:

- **Residential Accommodation Deposits (\$25m)** - relate to resident accommodation deposits for Council's nursing homes at Warrawee, Rosstown and Spurway. These deposits are to be refunded (less retention income) when residents leave the facility. These funds are to be invested in cash and term deposit accounts in accordance with the *Aged Care Act 1997*. Council is liable to repay deposits as and when required; and
- **Refundable Deposits (\$5m)** - These deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

## Liquidity

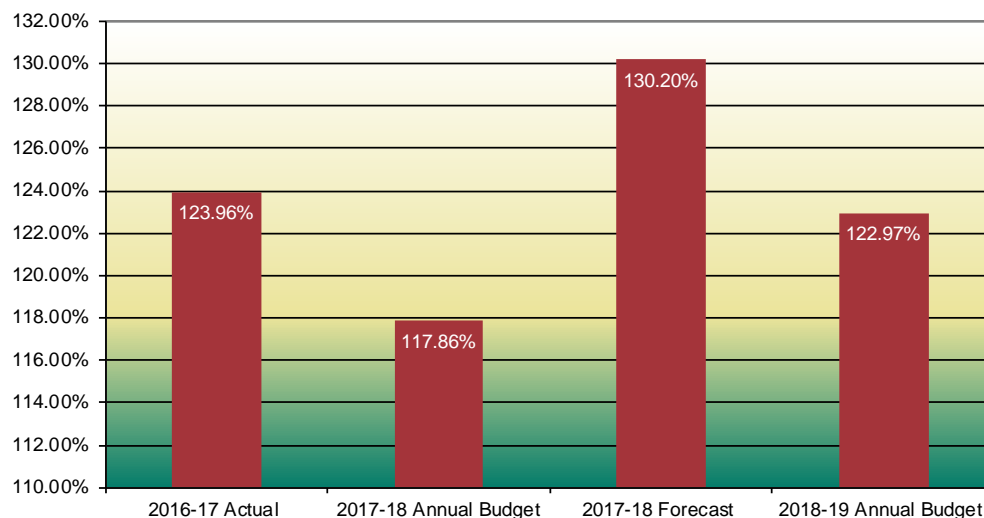
Council needs to ensure working capital is maintained and that sufficient cash reserves are available to meet normal cash flow requirements. Council invests in accordance with section 143 of the *Local Government Act 1989*.

The Working Capital expresses the level of current assets Council has available to meet its current liabilities which are likely to fall due in the next 12 months. Working Capital will decrease from 130.2 per cent forecasted in 2017-18 to 122.97 per cent as at 30 June 2019.

Council will be using cash reserves to fund the *Capital Works Program*. The positive variance between the 2017-18 forecast and 2017-18 budget is due to a higher than expected level of cash at the end of June 2017, as the operating result for 2017-18 was higher than anticipated.

Council should hold sufficient cash to cover 'Restricted Assets' such as: Residential Aged Care Deposits, Public Open Space Reserve, Contract Deposits and *Fire Services Property Levy*.

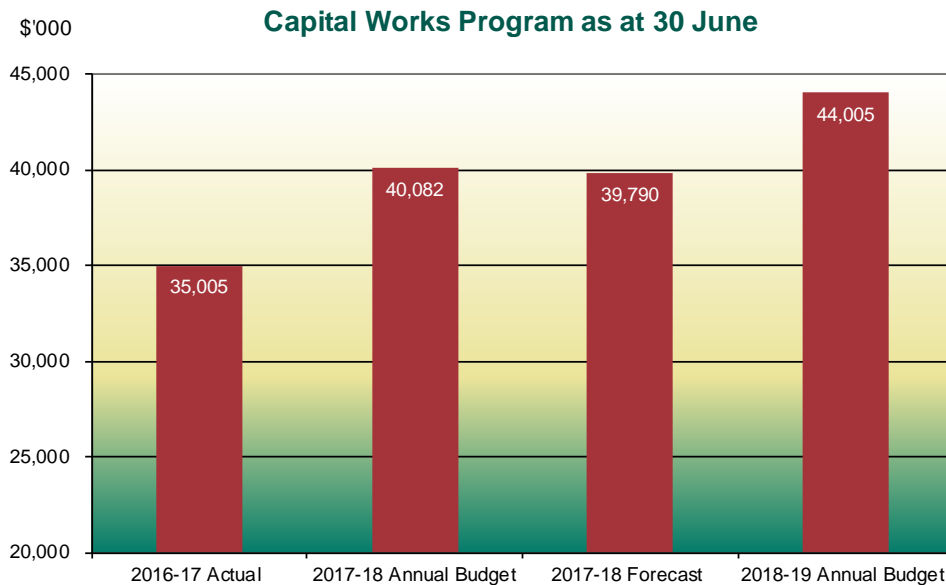
### Financial Position - Working Capital as at 30 June



## Borrowings

Council drew down \$25m in the early part of 2011-12 for GESAC. On 17 May 2016, Council approved to restructure the existing loan facilities with a revised term of 7 years and a fixed interest rate. Loan repayments of approximately \$4m per annum have been included in the SRP. Borrowings outstanding as at 30 June 2019 are projected to be \$14.85m.

## Infrastructure and Capital Works Projects



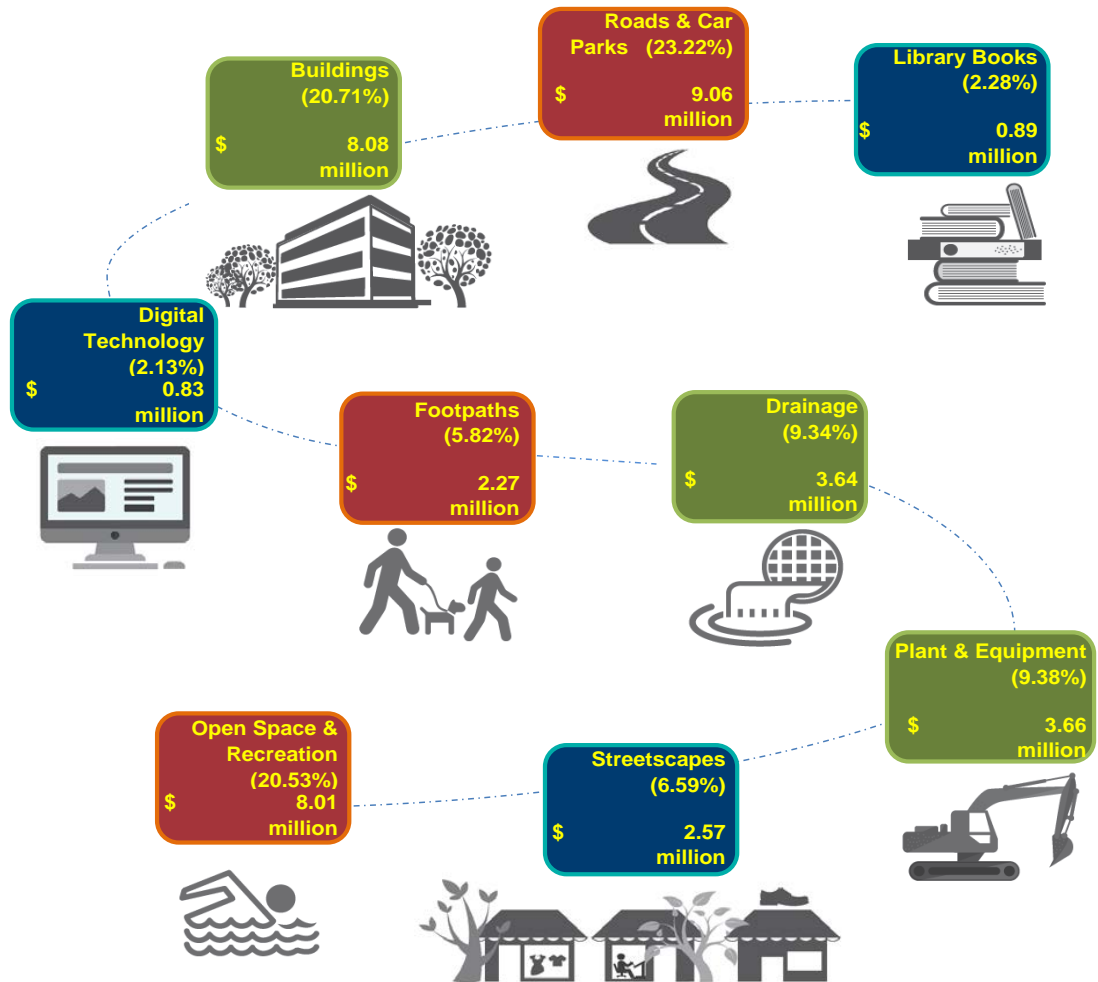
The *Capital Works Program* for the 2018-19 year is expected to be \$44.01m of which \$5m relates to projects which will be carried forward from the 2017-18 year. The carried forward component is fully funded from the 2017-18 Budget.

The *Capital Works Program* has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

Capital expenditure levels have been set to address the infrastructure renewal gap and *Open Space Strategy* Initiatives. Much of our infrastructure and many of our community facilities need considerable investment to ensure they last their full lifecycle and for the community to get the best use out of them. Fixing assets earlier is more economical than having them fail and having to be replaced.

Refer to Section 4.5 on Capital Works for details.

## Capital Works Program - \$39.01 million





## Sector Benchmarks

Each year an independent firm (Strategy Plus), analyses all 79 Victorian Councils' financial statements (after they have been signed off by the Auditor-General).

The most recent analysis is at 30 June 2017 and extracts are shown in the following graphs.

The development of financial strategies for Council is often a difficult process. What is an acceptable level of debt? Are we achieving a sufficient amount of revenue to provide services to our community? What should our target be in respect of resourcing expenditure on new assets (capital expenditure)? These are just a few of the multitude of questions that Council must face in establishing its financial strategic direction.

Some of the answers may come from prudential guidelines established by industry bodies such as Local Government Victoria. A great deal however is left for each Council as an individual entity to determine. How does Council gather appropriate data on which to base decisions about its financial future?

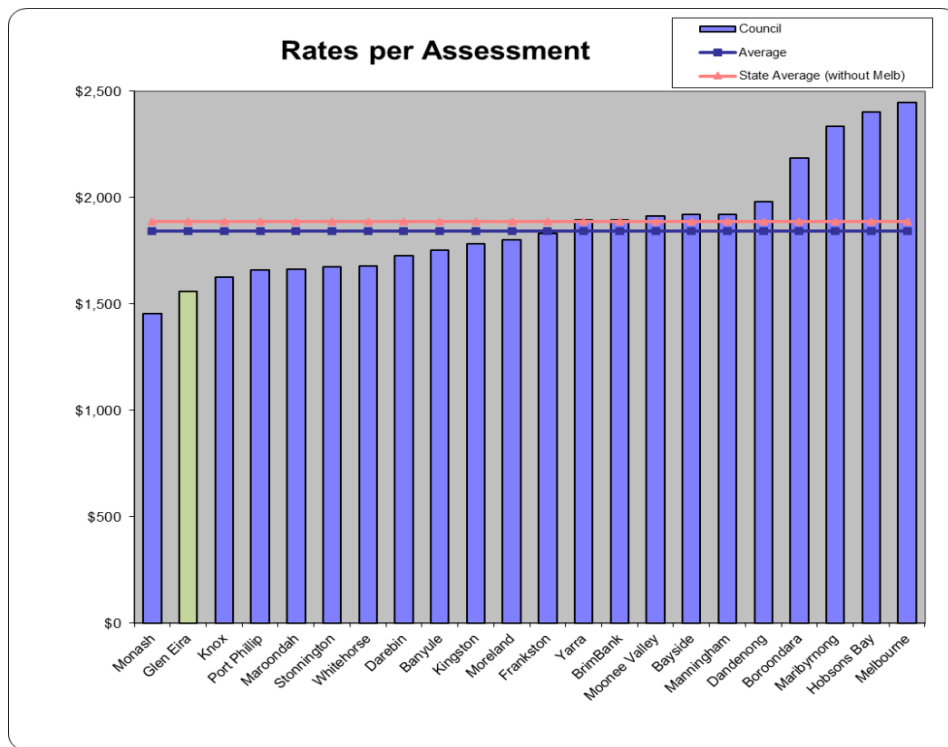
The use of financial indicators that assess the comparative financial position of each Council in the State of Victoria and then aggregates them into State averages and further into averages for groups of like Councils provides an extremely valuable source of information in establishing financial strategies. It highlights the relative financial strengths of Council and more importantly uncovers the opportunities that Council must grasp for improvement.

The benchmarking program that has been undertaken by Strategy Plus differs to other approaches in that it is derived almost solely from financial data contained in Council's Annual Reports. This ensures that data is as comparable as possible under the current accounting regulations.

The financial indicators cover all 79 Victorian Councils. In terms of the categorisation of Councils, the five categories below are those used by the Victorian Auditor General (VAGO). The 2016-17 KPIs have been completed from the Annual Reports of every Victorian Council.

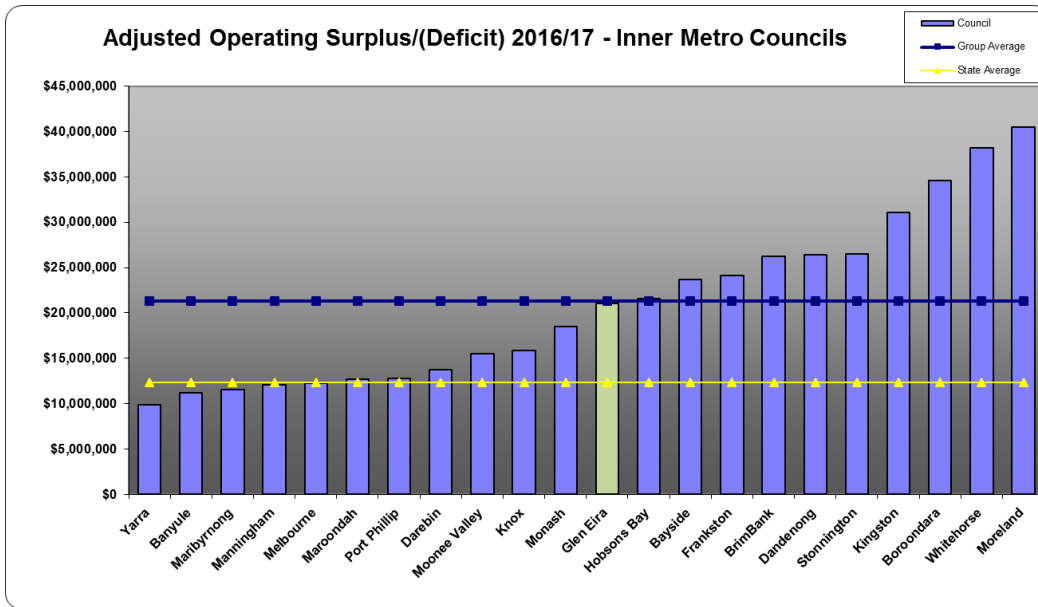
Category Description	Councils within Category
Inner Melbourne	22
Outer Melbourne	9
Regional Cities	10
Large Shires	19
Small Shires	19
<b>Total</b>	<b>79</b>

The graphs show Glen Eira's financial performance compared to other Councils for the 2016-17 financial year. Please note, whilst Melbourne is shown in the graphs, the averages exclude Melbourne's result.

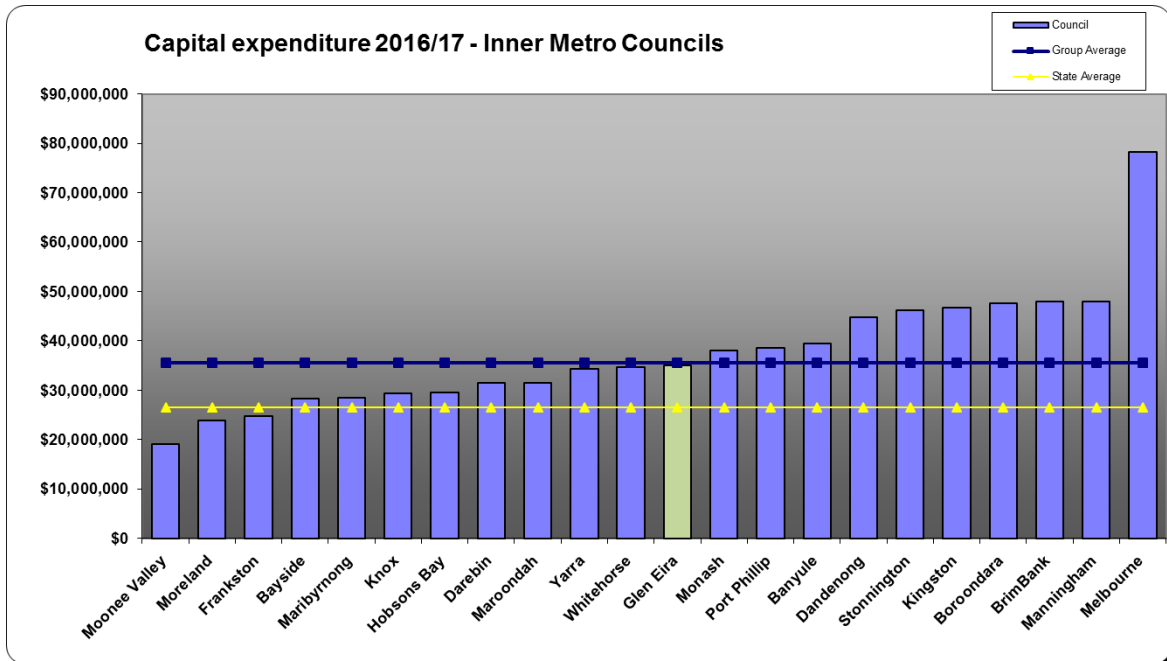


Rates per assessment is probably the more accurate guide to rating levels as it cancels out the impact of various population densities and levels of commercial ratepayers. In terms of Rates per assessment, Glen Eira is again the second lowest of the 21 Inner Melbourne Councils (2015-16: also second lowest) and is \$283 per assessment (\$18.3m) below the average outcome.

The rates per assessment outcome demonstrates that Glen Eira is rating at lower levels than like Councils – although residential rates are only slightly below the group and State averages. On the proviso that Council is delivering operational services that meet the needs of the community, this is a positive result.



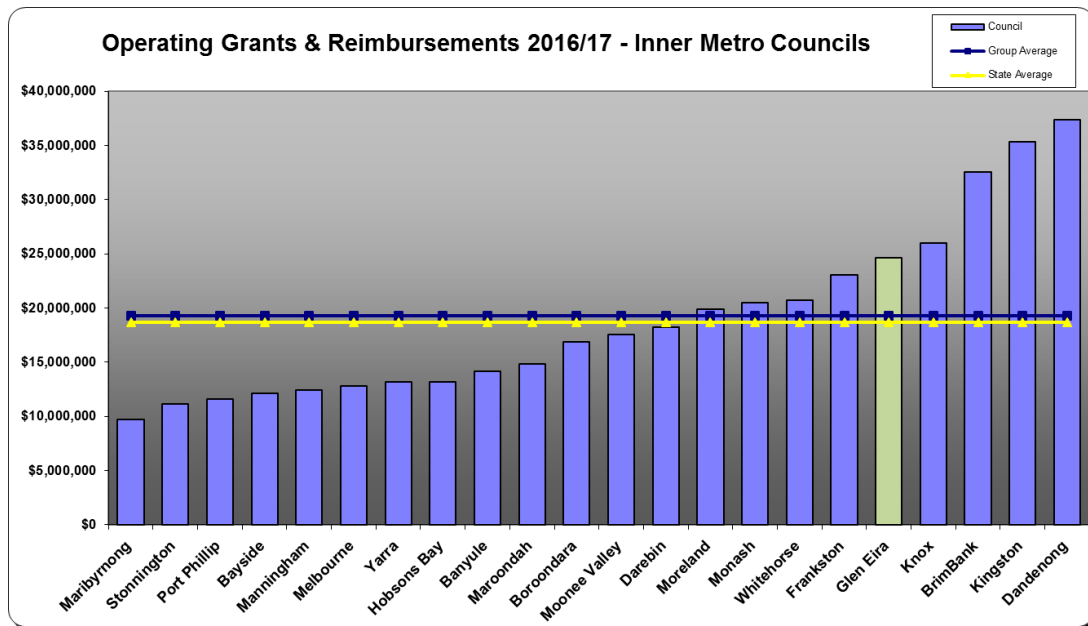
The graph highlights in straight dollar terms the various underlying operating results recorded by the Inner Melbourne Council grouping in 2016-17. Glen Eira continues to achieve an underlying operational surplus in 2018-19.



Glen Eira's capital spending has been reasonably consistent over the trend period, with a demonstrated commitment to renewing and upgrading existing assets. Capital expenditure in excess of \$35m, for each of the three years, and also in the 2017-18 forecast, are positive outcomes.

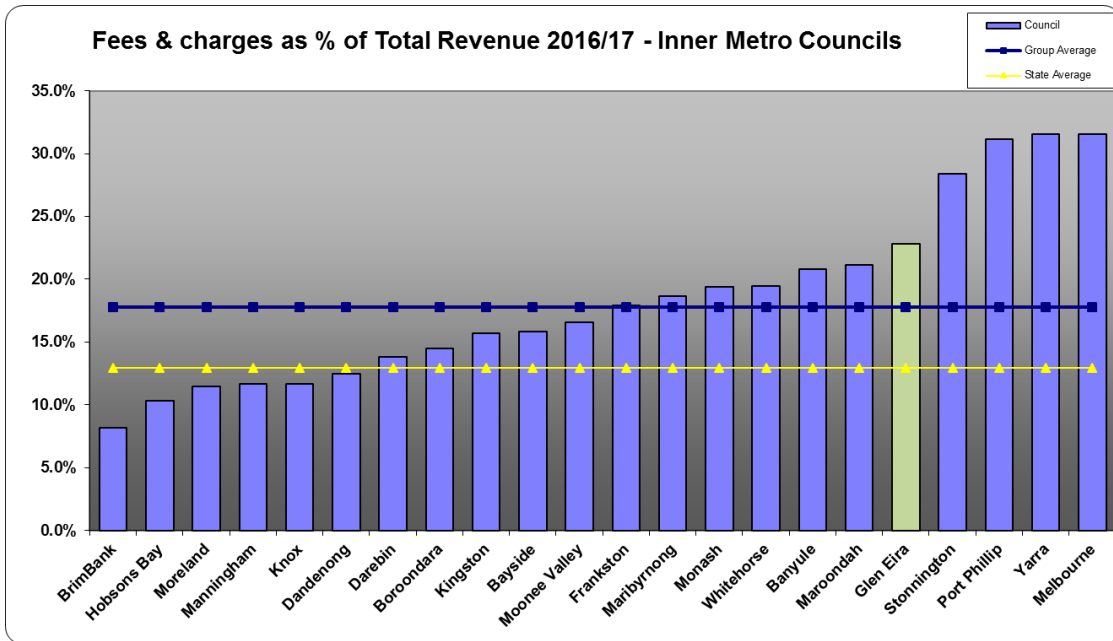
The longer-term result, over the last ten years, is the achievement of asset renewal and upgrade as a percentage of depreciation of 155.3 per cent which is an excellent result by Council.

The two graphs below highlight Glen Eira's comparative performance in attracting Recurrent Grant and Fees and Charges Revenue.



Glen Eira's grant income as a percentage of Total Revenue continues to be above the group average, indicating both a positive result and a higher than average reliance on this source of revenue. One of the main reasons for this is the large grant funding received for Aged Care Services.

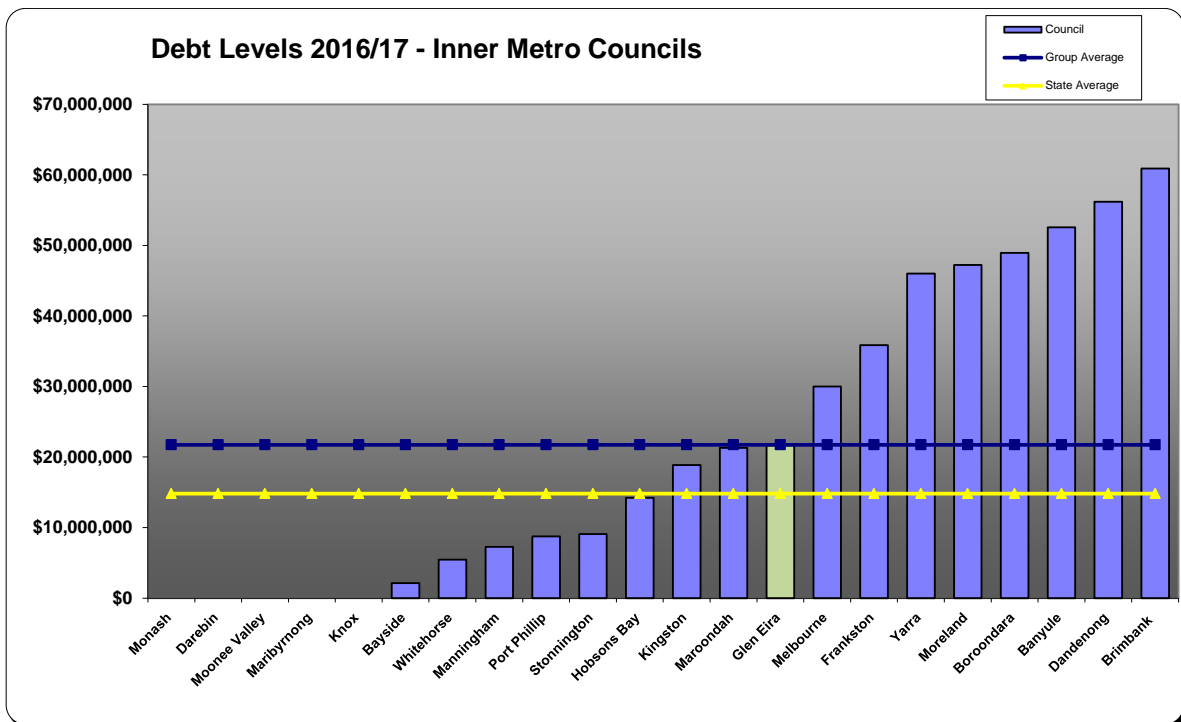
Operating grant revenues continue to be solid and Council is ranked fifth highest of the group (2015-16: fourth highest), with respect to grants as a percentage of total revenue, and ranks fifth highest of the 21 councils in straight dollar terms (2015-16: third highest).



Income from Fees & Charges increased by \$4.31m (12.9 per cent) in 2016-17 (2015-16: 10.9 per cent). Council's percentage against Total Revenue is an improvement on the previous year, with the outcome for this ratio at 22.85 per cent. Glen Eira is fourth highest of the 21 Councils in terms of its ability to attract Fees and Charges Revenue (2015-16: also fourth highest).

It is noteworthy the average result for the Inner Melbourne Councils grouping is driven up by particularly strong results for the three Councils in the group with large parking revenues (Yarra, Port Phillip and Stonnington) who have ratios in excess of 28 per cent.

Maintaining a broader revenue base from fees reduces the reliance on property based rating and Glen Eira has achieved a good result for this ratio over each year of the trend period.



With no new borrowings undertaken in the three years to 2016-17, nor any new borrowings forecast for the 2017-18 year, Council's debt ratio outcomes are all within prudential limits and Council therefore continues to have flexibility in funding future capital works via loans.

Note however that Glen Eira's debt servicing ratio outcome spiked in 2015-16 due to penalty interest associated with restructuring of loan borrowings. The debt servicing and debt commitment ratios therefore fall to lower levels on an ongoing basis.

## Budget Reports

### 1. Budget Influences

In preparation of the *2018-19 Annual Budget* it is necessary to understand the internal and external environment within which Council operates.

#### 1.1 External Influences

- The Victorian State Government has introduced a cap on rate increases from 2016-17. The cap for 2018-19 has been set at 2.25 per cent (2017-18: 2.0 per cent).
- CPI for Victoria is forecast to be 2.25 per cent for the 2018-19 year (Victorian Department of Treasury & Finance, 2017-18 Budget Update).
- The current Enterprise Bargaining Agreement (EBA), currently under negotiation ends on 30 June 2018 and an estimated increase in salaries for the 2018-19 has been provided.
- Cost escalations associated with construction works.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervision, Library services and Home and Community Care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- Due to the Federal and State Governments continuing to withdraw funding from programs and transfer responsibility for some functions to Local Government, members of the community need to contribute more towards some of the services that they use.
- Due to the timing of release of both State and Federal Government Budgets, there may be announcements made that could apply to Local Government.
- Councils are entrusted with the maintenance of more than 30 per cent of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The *Fire Services Property Levy* will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*. The money collected on behalf of the State Government is excluded from Council's financial position.
- The Defined Benefit Superannuation Scheme (for pre-1993 employees) continues to meet prudential requirements. This means for the plan to be in a satisfactory financial position, the Vested Benefits Index (VBI) needs to be 100 per cent or more. The VBI has remained greater than 100 per cent since June 2013.



- Prevailing economic conditions, which are expected to remain tight during the budget period, could have or are having the following impacts:
  - Low interest rate environment.
  - Financial viability of suppliers – may need to undertake due diligence on suppliers who rely on the private sector for sustainability.
  - Cost of services – the current economic conditions may have an effect on the cost for service delivery from a positive and a negative point of view.
  - Uncertain future of the recycling industry.
- Approximately 11 per cent of ratepayers are entitled to a total pensioner rebate of \$270 which includes Council's contribution of approximately \$42. As pensioners are often asset rich but income poor, the adoption of rate increases has a real impact on the disposable income of a significant proportion of our community. Council has hardship provisions in place but these can impact on cash balances when large volumes of ratepayers are involved.
- The City is substantially developed and while it is experiencing an increase in property numbers, these mainly arise from higher density developments. The budget implications arise in Council having to cope with replacement of infrastructure such as drains which cannot cope with the higher density. These costs cannot be passed on to the developer and are paid for from rates. The rates received from new dwellings do not offset the significant infrastructure costs.

## **1.2 Internal influences**

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the *2018-19 Budget*. These matters have arisen from events occurring in the 2017-18 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2018-19 year. These matters and their financial impact are set out below:

- Increase in Open Space Contributions from 2017-18 forecast.
- Increase in City Futures contractor costs to continue works on strategy and place planning.
- Waste management charges are levied on the basis of cost recovery.
- Costs associated with maintaining Council's infrastructure assets.
- Depreciation is expected to increase due to the impact of the revaluations of Council's infrastructure assets and capitalisation of capital works projects.
- Review of future year budget parameters was undertaken to minimise planned expenditure growth.
- Continue investment of resources in the Council's Transformation Program which will enable to efficiency and embrace customer outcomes.
- Costs associated with maintaining Council's infrastructure assets.

### **1.3 Budget Principles**

In response to these significant influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- Existing fees and charges to be increased in line with CPI or market levels.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at 2017-18 levels with an aim to use less resources with an emphasis on innovation and efficiency.
- Salaries and wages to be increased in line with Council's Enterprise Bargaining Agreement (EBA).
- Use of contract labour to be minimised wherever possible but utilised as necessary when demand requires.
- New initiatives or projects which are not cost neutral to be justified through a business case.
- Real savings in expenditure and increases in income identified in 2017-18 to be preserved.
- Operating revenues and expenses arising from completed 2017-18 capital projects to be included.
- Waste Management Charges are levied on a cost recovery basis.
- Achievement and maintenance of Income Statement surpluses.
- Cash reserves to remain sufficient to cover Council's residential aged care deposits.
- Increasing ability to fund asset renewal requirements.
- All capital works projects to go through a comprehensive business case analysis including alignment to the *Council and Community Plan*.
- Climate change requirements by reducing greenhouse gas emissions.

### **1.4 Long Term Strategies**

The *Budget* includes consideration of a number of long term strategies and contextual information to assist Council to prepare the *Budget* in a proper financial management context. These include a *Strategic Resource Plan* for 2018-19 to 2027-28, *Rating Strategy* and other long term strategies including Borrowings and Infrastructure. Please refer to the *Strategic Resource Plan* in Council's *Council and Community Plan* for details.

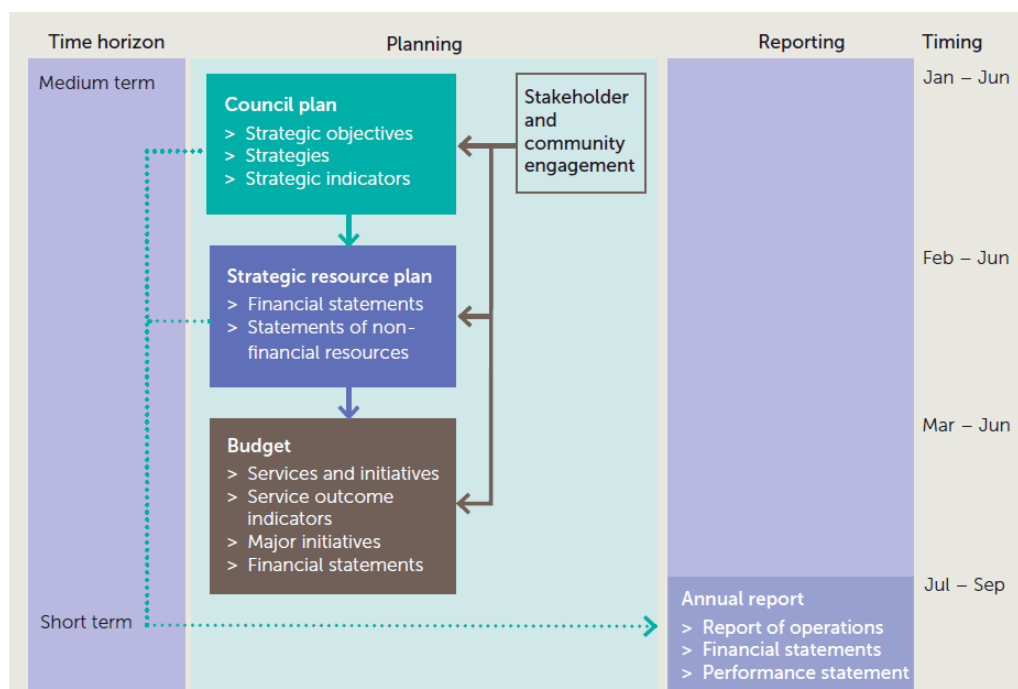
## 2. Linkage to the *Council and Community Plan*

This section describes how the *Annual Budget* links to the achievement of the *Council and Community Plan* within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term *Strategic Resource Plan (SRP)*, medium term (*Council and Community Plan*) and short term (*Annual Budget*) and then holding itself accountable (*Annual Report*).

### 2.1 Planning and Accountability Framework

The *SRP*, included in the *Council and Community Plan*, is a rolling ten year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the *Council and Community Plan*.

The *Annual Budget* is then framed within the *SRP*, considering the services and initiatives which contribute to achieving the strategic objectives specified in the *Council and Community Plan*. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The *Council and Community Plan*, including the *Strategic Resource Plan*, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the *Annual Budget* process.

## 2.2 Our Purpose – ‘Glen Eira City Council works with and for the community’:

- to provide quality facilities, services, safeguards and supports;
- towards goals that are beyond the capacity of individuals, but achievable when working together;
- according to overall community values, needs and priorities;
- in a caring, accountable and professional manner; and
- to provide value-for-money for present and future generations.

### Our Functions:

The functions of Council include:

- Advocating and promoting proposals which are in the best interest of the local community.
- Planning for and providing services and facilities for the local community.
- Providing and maintaining community infrastructure in the municipal district.
- Undertaking strategic and land use planning for the municipal district.
- Raising revenue to enable Council to perform its functions.
- Making and enforcing local laws.
- Exercising, performing and discharging the duties, functions and powers of councils under the *Local Government Act 1989* and other Acts.
- Providing any other function relating to the peace, order and good government of the municipal.

### Our Guiding Values:

#### **a) Community focused, responsive and inclusive**

Council works to develop an inclusive and caring community, where everyone can feel they belong and participate in the decision-making that leads to achieving the best possible health, safety and lifestyle options within the City.

#### **b) Accountable and relevant leadership**

Council consults, listens and takes note of community views to determine its priorities and needs, and then acts through open, transparent processes that are financially and environmentally responsible and sustainable. Council constantly works to find innovative ways of providing services measured against recognised benchmarks to improve services and set better standards that will meet tomorrow's increasing demands.

#### **c) Community wellbeing**

Council, with an increasingly diverse community, treats all people with respect and dignity, providing equal access for all to services and resources. Council operates to identify gaps and lift standards not currently being met by other community providers or levels of government, within the constraints of its limited resources.

### 2.3 Strategic Objectives

This section provides a description of the activities and initiatives to be funded in the *Budget* and how these will contribute to achieving the strategic objectives specified in the *Council and Community Plan*.

In response to a comprehensive community consultation process, the *Council and Community Plan* was developed and incorporated the key issues raised in the research, community meetings and response process.

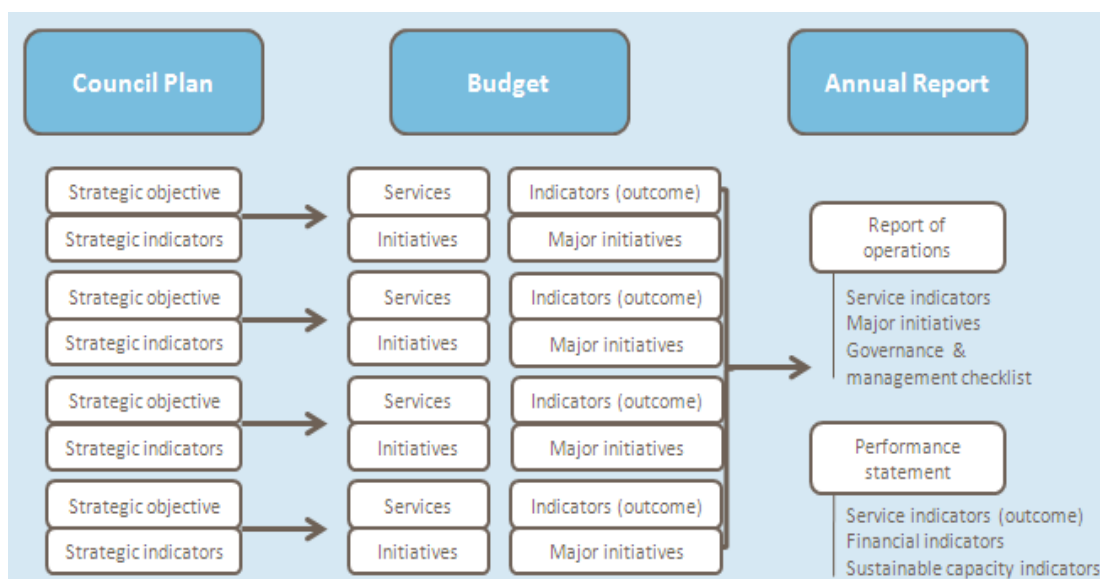
These key issues are best summarised by the five themes which form the structure of the *Council and Community Plan*.

Theme	Theme Name	Theme Description
<b>Theme 1:</b>	Liveable and well-designed	A well planned City that is a great place to live.
<b>Theme 2:</b>	Accessible and well-connected	A City that is easy to move around, full of safe travel options and walkable neighbourhoods.
<b>Theme 3:</b>	Safe, healthy and inclusive	A strong and safe community that brings people together and enhances health and wellbeing.
<b>Theme 4:</b>	Clean and sustainable	An attractive and sustainable environment for future generations.
<b>Theme 5:</b>	Informed and engaged	A well governed Council that is committed to transparency and engages residents in decision-making.

### 3. Services, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the *Budget* for the 2018-19 year and how these will contribute to achieving the strategic objectives ('Themes') outlined in the *Council and Community Plan*.

It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the *Budget* and report against them in their *Annual Report* to support transparency and accountability. The relationship between these accountability requirements in the *Council and Community Plan*, the *Budget* and the *Annual Report* is shown below.



Source: Department of Environment, Land, Water and Planning (formerly Transport, Planning and Local Infrastructure)

#### 3.1 Theme 1: Liveable and well-designed

**A well planned City that is a great place to live.**

The strategic objectives of this long-term community goal are:

- Create prosperous, accessible and vibrant urban places
- Encourage development that benefits the community
- Proactively plan for and manage change within our urban places
- Invest sustainably in our infrastructure and community assets.

Our 2018-19 Commitments/Major Initiatives:

- Deliver a structure plan for East Village and substantially progress structure plan for Caulfield Station Precinct in partnership with the Victorian Planning Authority.
- Major Heritage Review amendment is endorsed by Council and submitted to the Minister for authorisation.

### 3.2 Theme 2: Accessible and well-connected.

**A City that is easy to move around, full of safe travel options and walkable neighbourhoods.**

The strategic objectives of this long-term community goal are:

- Develop a holistic approach to transport and parking, which involves planning and accommodating for residents and visitors, the individual's journey and the City as a whole.
- Address the community's parking needs to minimise impacts on community wellbeing, and improve the connections and the vibrancy of the City.
- Reduce car congestion by encouraging greater local employment, health, education and shopping opportunities close to home and public transport networks.
- Enhance road user safety with particular focus around schools and activity centres.

Our 2018-19 Commitments/Major Initiatives:

- Commence the upgrade of Neerim Road, Murrumbeena streetscape works.
- Update and endorse a revised Walking Action Plan, Cycling Action Plan and adopt and implement a Car Parking Policy.

### 3.3 Theme 3: Safe, healthy and inclusive

**A strong and safe community that brings people together and enhances health and wellbeing.**

The strategic objectives of this long-term community goal are:

- Work in partnership to make our City a safe and inclusive place for all.
- Support access to a range of quality and valued services that meet the community's needs.
- Deliver programs and activities to promote a healthy and resilient community.

Our 2018-19 Commitments/Major Initiatives:

- We will establish a community garden at Moorleigh Village by June 2019.
- We will have concept designs for a Community Shed at Moorleigh Village completed and the project 'shovel ready' by June 2019.

### 3.4 Theme 4: Clean and sustainable

**An attractive and sustainable environment for future generations.**

The strategic objectives of this long-term community goal are:

- Keep our City clean and attractive.
- Preserve and develop our open space to meet current and future needs.
- Increase environmental sustainability and prepare for the effects of climate change.

Our 2018-19 Commitments/Major Initiatives:

- We will construct a sports court at Harleston Park, Elsternwick, complete landscape enhancements at Moorleigh Village, Bentleigh East and establish a dog agility park at the Caulfield Wedge, Caulfield.
- We will replace 1,000 street lights on major Council roads with energy efficient lighting.

### 3.5 Theme 5: Informed and engaged

**A well governed Council that is committed to transparency and engages residents in decision-making.**

The strategic objectives of this long-term community goal are:

- Develop clear and open communication channels with the community.
- Achieve a reputation for organisational and service excellence.
- Invest in technology and process improvements that enhance the customer's experience of doing business with us and improve efficiency and transparency.

Our 2018-19 Commitments/Major Initiatives:

- We will implement our Community Engagement Strategy by developing an online live chat platform that will enhance community opportunities to ask questions and engage with Council.
- We will implement a new website by June 2019.



### 3.6 Service Performance Outcome Indicators

As prescribed by section 127 of the *Local Government Act 1989*, Council is required to prepare a budget which includes prescribed indicators of service performance. These indicators are listed in the following table:

Service	Indicator	Performance Measure	Computation
<b>1. Governance</b>	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
<b>2. Statutory planning</b>	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
<b>3. Roads</b>	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
<b>4. Libraries</b>	Participation	Active library members. (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
<b>5. Waste collection</b>	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
<b>6. Aquatic Facilities</b>	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
<b>7. Animal Management</b>	Health and safety	Animal management prosecutions. (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

Service	Indicator	Performance Measure	Computation
<b>8. Food safety</b>	Health and safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
<b>9. Maternal and Child Health</b>	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

### 3.7 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the *Act* and included in the *2018-19 Annual Report*. The Performance Statement will also include reporting on prescribed indicators of financial performance and sustainable capacity, which are not included in this *Budget*.

The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor-General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the *Annual Report* in the form of a statement of progress in the Report of Operations.

### 3.8 Reconciliation with Budgeted Operating Result

Council produces a reconciliation of the key functions and activities of Council against the budgeted operating result shown below. The financial results and definitions of what's included in the key functions/activities areas are shown in the following pages:

Reconciliation with budgeted operating result for the year ending 30 June					
	Ref	Annual Budget 2017-18	Forecast 2017-18	Annual Budget 2018-19	Variance 2017-18 Forecast to 2018-19 Budget
Function/Activity		\$'000	\$'000	\$'000	\$'000
Capital Grants					
Income		1,200	1,275	1,315	41
City Futures	3.7.1				
Income		62	38	37	(1)
Expenses		2,835	2,673	3,562	(890)
Net Result		(2,773)	(2,635)	(3,525)	(890)
Community Care	3.7.2				
Income		7,001	7,210	7,092	(118)
Expenses		7,450	7,173	7,282	(108)
Net Result		(448)	37	(190)	(227)
Corporate Counsel	3.7.3				
Income		-	193	-	(193)
Expenses		1,743	1,654	1,858	(203)
Net Result		(1,743)	(1,461)	(1,858)	(397)
Cultural Services	3.7.4				
Income		35	38	27	(11)
Expenses		1,390	1,357	1,482	(125)
Net Result		(1,355)	(1,319)	(1,455)	(135)
Customer Service & Council Governance	3.7.5				
Income		-	1	-	(1)
Expenses		7,919	7,798	8,425	(627)
Net Result		(7,919)	(7,797)	(8,425)	(628)
Environmental Strategy & Services	3.7.6				
Income		15,060	14,702	16,498	1,796
Expenses		14,889	15,176	16,561	(1,385)
Net Result		172	(473)	(63)	410
Family and Community Wellbeing	3.7.7				
Income		7,013	6,927	6,346	(580)
Expenses		13,002	12,618	12,703	(85)
Net Result		(5,989)	(5,691)	(6,357)	(665)
Financial Services	3.7.8				
Income		3,376	5,694	3,906	(1,789)
Expenses		11,059	11,054	11,331	(276)
Net Result		(7,684)	(5,360)	(7,425)	(2,065)
Glen Eira Leisure (GEL)	3.7.9				
Income		13,734	13,393	14,400	1,007
Expenses		11,542	11,884	13,357	(1,473)
Net Result		2,191	1,509	1,042	(467)
Libraries & Learning Centres	3.7.10				
Income		1,049	1,079	1,065	(14)
Expenses		4,220	4,091	4,168	(78)
Net Result		(3,171)	(3,012)	(3,103)	(92)
Media & Communications	3.7.11				
Income		-	-	-	-
Expenses		1,330	1,244	1,130	113
Net Result		(1,330)	(1,244)	(1,130)	113
Open Space Contributions					
Income		7,500	7,786	9,000	1,214
Park Services	3.7.12				
Income		65	77	90	13
Expenses		11,652	11,350	11,799	(448)
Net Result		(11,587)	(11,273)	(11,709)	(436)
Planning & Community Safety	3.7.13				
Income		10,635	12,930	13,375	445
Expenses		11,826	11,962	12,567	(604)
Net Result		(1,191)	968	809	(159)
Proceeds, Depreciation/Amortisation & WDV					
Income		501	513	501	(13)
Expenses		24,765	24,479	25,153	(673)
Net Result		(24,264)	(23,966)	(24,652)	(686)
Rates					
Income		89,207	89,315	92,595	3,280
Recreation	3.7.14				
Income		797	893	1,074	181
Expenses		1,951	2,169	2,457	(288)
Net Result		(1,154)	(1,275)	(1,383)	(108)
Residential Aged Care	3.7.15				
Income		12,771	12,610	13,802	1,192
Expenses		13,973	14,340	14,680	(341)
Net Result		(1,202)	(1,730)	(879)	851
Roads, Drains & Building Maintenance	3.7.16				
Income		2,651	7,904	1,695	(6,209)
Expenses		13,892	13,737	15,648	(1,911)
Net Result		(11,241)	(5,833)	(13,953)	(8,120)
Surplus		17,219	27,821	18,656	(9,165)

## **Functional activities of Council**

The functional activities of the City are categorised into the following areas:

### **3.7.1 City Futures**

Undertake the implementation of Council's recently adopted Planning Scheme and review work plan, including the development of an Activity Centre Strategy and Structure Plans across the City's major activity centres. In addition, the area will embark on a strategic 'whole of place' view to transport and urban design that achieves integrated land use planning and sustainable transport outcomes. This business area will foster a dynamic and vibrant local economy through proactive place making across our shopping strips and business programs which foster stronger local collaborative networks.

### **3.7.2 Community Care**

Provides home and community-based services for elderly residents and residents with disabilities that aim to help them live as independently as possible. These services include personal care, home maintenance, disability and respite care, meal delivery and an adult day activity centre. The service also coordinates social and recreational programs for older residents and those with a disability. The function includes the following areas - older adults program, independent living units, in-home support, home care, property maintenance, community transport, personal and respite care, senior citizens, social support and delivered meals.

### **3.7.3 Corporate Counsel**

Ensure probity in the conduct of tendering, protect Council in legal relations with other entities, provide contract documentation, provide internal advice on contracts and other legal matters. Contribute to protection of Council by ensuring sound risk management policy and practices are in place, maintain risk register, ensure relevant insurance policies are in place, handle liability claims, provide internal risk management, insurance advice and election management.

### **3.7.4 Cultural Services**

Provides a comprehensive program of art and cultural activities including exhibitions, events, concerts and festivals to entertain, educate and culturally enrich residents.

### **3.7.5 Customer Service and Council Governance**

Provides the facilities to allow Council to collectively govern the City of Glen Eira, and to provide facilities and services to allow Councillors to discharge their governance and constituency responsibilities. The function includes the following areas - mayor and councillors, service centre, councillor support, corporate policy and planning and people and culture.

### **3.7.6 Environmental Strategy and Services**

Looks after household waste, green waste and hard rubbish collections throughout the City and coordinates Council's environmental sustainability initiatives. Provides recycling services for paper, plastic, glass and cans. Also carries out street cleaning activities including rubbish bin emptying, street sweeping and weed control. The function includes the following areas - hard rubbish and green waste collection, bundled branch collection, street cleaning, refuse collection, litter bin collection, mixed recyclables collection and waste management education and enforcement.

### **3.7.7 Family and Community Wellbeing**

Provides a diverse range of high quality family and children's services to meet the needs of families with children from birth to six years. Also developed an integrated three year Municipal Early Years Plan (MEYP), in partnership with the community, to improve all programs and services provided for children from birth to six years and ensure the health and wellbeing of children and their families. The function includes the following areas - maternal and child health, kindergartens central enrolment service, family day care, early learning services, occasional care, children's support services, youth services and immunisation and public health.

### **3.7.8 Financial Services**

Provides a range of strategic and operational financial services to business units and to Council as a whole. The directorate has the responsibility for the day to day management of Council's financial assets. The function includes the following areas - accounting services, information technology and systems, records, internal/external audit, rating and property, procurement and fleet management.

### **3.7.9 Glen Eira Leisure (GEL)**

The Glen Eira Sports and Aquatic Centre (GESAC) provides leisure, sport, recreation and health and well-being opportunities for the whole community. The centre offers a number of different activity areas and programs that focus on building and promoting health and wellness of the community. These include hydrotherapy, learn to swim, swim training, gentle exercise, basketball, netball, gym and fitness classes.

The Carnegie Swim Centre is Council's outdoor swimming facility which has four heated outdoor pools, kiosk, electric barbecues, learn-to-swim classes and a beach volleyball court.

The Caulfield Recreation Centre has a variety of activities and fitness programs to suit all types and ages, from toddlers to older adults.

### **3.7.10 Libraries and Learning Centres**

Enables residents to access reference material, information, books, DVDs, magazines, games, CDs, e-Books and e-Magazines at Caulfield, Elsternwick, Carnegie and Bentleigh. Also provides school holiday programs, book reading sessions and access to computers.

### **3.7.11 Media & Communications**

This business unit informs the community about Council's activities and services by developing publications, liaising with the media, co-coordinating events, promotions, advertising, marketing activities including publication of the Glen Eira News.

### **3.7.12 Park Services**

Promote, manage, maintain and improve the City's open recreational space such as sporting ovals, playgrounds, barbecues, garden beds, park lighting, public toilets, general lawn areas and irrigation systems. Also maintains all trees in streets, parks, reserves and nature strips. The function includes the following areas - parks and gardens maintenance and street tree maintenance.

### **3.7.13 Planning and Community Safety**

Services of strategic urban planning and regulatory control of urban planning, buildings, traffic engineering and local laws. The function includes the following areas – urban planning, local laws, traffic and parking, school crossing safety, building control and animal control services.

### **3.7.14 Recreation**

Strategic planning for the City's recreation activities, facilities and reserves; maintains and allocates sports grounds; manages and schedules Council's public halls, sports grounds and Moorleigh Community Village; co-ordinates capital works in the City's parks and reserves; and manages contracts for recreational facilities. The function includes sports administration and pavilions.

### **3.7.15 Residential Aged Care Facilities**

To provide low and high level care to eligible residents and older people with strong ties to the City. Eligibility is assessed by the Commonwealth Aged Care Assessment Service. Council's residential facilities are Warrawee, Spurway and Rosstown.

### **3.7.16 Roads, Drains and Building Maintenance**

Responsible for maintaining, developing and renewing the City's infrastructure including roads, footpaths, drains, kerbs, gutters and buildings. The function includes the following areas - building maintenance, properties and facilities management, project and asset management, street lighting, street furniture, engineering design and construction, line marking, emergency services, road maintenance rehabilitation, footpath and drainage maintenance.

## **4. Financial Statements**

This section presents information in regard to the Financial Statements and Statement of Human Resources.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

Comprehensive Income Statement  
Balance Sheet  
Statement of Changes in Equity  
Statement of Cash Flows  
Statement of Capital Works  
Statement of Human Resources

Comprehensive Income Statement for the year ended 30 June						
		Annual Budget 2017-18	Forecast 2017-18	Annual Budget 2018-19	Variance 2017-18 Forecast to 2018- 19 Budget	
		\$'000	\$'000	\$'000	\$'000	%
<b>Income</b>						
Rates Revenue*	4.1.1	88,407	88,463	92,145	3,682	4.2%
Supplementary Rates	4.1.1	800	852	800	(52)	(6.1%)
Waste and Recycling Charges	4.1.1	15,060	14,700	16,367	1,667	11.3%
Statutory Fees and Fines	4.1.2	6,630	8,365	8,116	(250)	(3.0%)
User Fees	4.1.3	27,185	27,603	29,514	1,912	6.9%
Other Income	4.1.4	2,951	3,068	1,942	(1,126)	(36.7%)
Interest Received	4.1.5	1,200	1,468	1,500	32	2.2%
Contributions - Monetary	4.1.6	7,500	7,786	9,000	1,214	15.6%
Contributions - Non Monetary	4.1.6	-	5,230	-	(5,230)	(100.0%)
Grants - Operating	4.1.7	21,224	23,256	21,618	(1,637)	(7.0%)
Grants - Capital	4.1.7	1,200	1,275	1,315	41	3.2%
<b>Total Income</b>		<b>172,157</b>	<b>182,066</b>	<b>182,318</b>	<b>252</b>	<b>0.1%</b>
<b>Expenses</b>						
Employee Costs	4.1.8	73,167	72,481	77,212	(4,731)	(6.5%)
Materials and Consumables	4.1.9	5,997	5,619	5,962	(343)	(6.1%)
Contractor Payments	4.1.10	33,007	33,372	34,530	(1,158)	(3.5%)
Maintenance	4.1.11	6,648	6,614	7,512	(898)	(13.6%)
Utilities	4.1.12	4,528	4,257	5,168	(911)	(21.4%)
Insurance		1,034	907	1,053	(146)	(16.1%)
Grants and Subsidies	4.1.13	926	1,091	1,312	(222)	(20.3%)
Other Expenses	4.1.14	4,707	5,277	5,706	(430)	(8.1%)
Borrowing Costs	4.1.15	660	662	554	108	16.3%
Depreciation and Amortisation	4.1.16	23,234	22,775	23,557	(782)	(3.4%)
Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment	4.1.17	1,030	1,191	1,095	96	8.1%
<b>Total Expenses</b>		<b>154,938</b>	<b>154,245</b>	<b>163,662</b>	<b>(9,417)</b>	<b>(6.1%)</b>
<b>Surplus for the year</b>		<b>17,219</b>	<b>27,821</b>	<b>18,656</b>	<b>(9,165)</b>	<b>(32.9%)</b>

\*Note: assumes a rate increase of 2.25 per cent based on the average rates per assessment and allows for an additional 1,000 property assessments. The average Rates per assessment for 2018-19 is \$1,393.



Balance Sheet for the year ended 30 June					
	Ref	Annual Budget 2017-18	Forecast 2017-18	Annual Budget 2018-19	Variance 2017-18 Forecast to 2018-19 Budget
		\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents		57,644	65,049	61,398	(3,651)
Trade and Other Receivables		10,408	12,739	12,739	-
Prepayments		1,297	1,497	1,497	-
<b>Total Current Assets</b>	<b>4.2.1</b>	<b>69,349</b>	<b>79,285</b>	<b>75,634</b>	<b>(3,651)</b>
<b>Non-Current Assets</b>					
Investments in Associates		2,125	1,592	1,592	-
Financial Assets		5	5	5	-
Intangible Assets		1,042	764	764	-
Property, Infrastructure, Plant & Equipment		2,072,236	2,203,875	2,222,727	18,852
<b>Total Non-Current Assets</b>	<b>4.2.1</b>	<b>2,075,408</b>	<b>2,206,236</b>	<b>2,225,088</b>	<b>18,852</b>
<b>TOTAL ASSETS</b>		<b>2,144,756</b>	<b>2,285,521</b>	<b>2,300,722</b>	<b>15,201</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Trade and Other Payables		16,494	14,717	14,717	0
Trust Funds and Deposits		25,501	29,874	29,874	-
Provisions		13,391	12,850	13,350	(500)
Interest-Bearing Liabilities	<b>4.2.3</b>	<b>3,455</b>	<b>3,455</b>	<b>3,571</b>	<b>(116)</b>
<b>Total Current Liabilities</b>	<b>4.2.2</b>	<b>58,841</b>	<b>60,896</b>	<b>61,511</b>	<b>(616)</b>
<b>Non-Current Liabilities</b>					
Provisions		1,186	1,431	1,431	-
Interest-Bearing Liabilities		14,848	14,848	11,277	3,571
Other Liabilities	<b>4.2.3</b>	<b>2,568</b>	<b>2,420</b>	<b>2,420</b>	<b>-</b>
<b>Total Non-Current Liabilities</b>	<b>4.2.2</b>	<b>18,602</b>	<b>18,699</b>	<b>15,128</b>	<b>3,571</b>
<b>TOTAL LIABILITIES</b>		<b>77,443</b>	<b>79,594</b>	<b>76,639</b>	<b>2,955</b>
<b>NET ASSETS</b>		<b>2,067,314</b>	<b>2,205,927</b>	<b>2,224,082</b>	<b>18,156</b>
<b>Represented by:</b>					
<b>EQUITY</b>					
Accumulated Surplus		926,386	943,675	969,644	25,969
Reserves		1,140,928	1,262,252	1,254,438	(7,814)
<b>TOTAL EQUITY</b>		<b>2,067,314</b>	<b>2,205,927</b>	<b>2,224,082</b>	<b>18,156</b>

Statement of Changes in Equity as at 30 June				
	Ref	Total	Accumulated Surplus	Reserves
		\$'000	\$'000	\$'000
<b>2017-18 Forecast Actual</b>				
Balance at beginning of the financial year		2,178,106	919,972	1,258,134
Comprehensive result		27,821	27,821	-
Movement in assets and liabilities		-	-	-
Movement in reserves		-	(4,118)	4,118
<b>Balance at end of financial year</b>		<b>2,205,927</b>	<b>943,675</b>	<b>1,262,252</b>
<b>2018-19 Budget</b>				
Balance at beginning of the financial year		2,205,927	943,675	1,262,252
Comprehensive result		18,656	18,656	-
Movement in assets and liabilities		(500)	(500)	-
Movement in reserves	4.3.1	-	7,814	(7,814)
<b>Balance at end of financial year</b>	<b>4.3.2</b>	<b>2,224,082</b>	<b>969,644</b>	<b>1,254,438</b>

<b>Statement of Cash Flows for the year ended 30 June</b>					
	<b>Ref</b>	<b>Annual Budget 2017-18</b>	<b>Forecast 2017-18</b>	<b>Annual Budget 2018-19</b>	<b>Variance 2017-18 Forecast to 2018-19 Budget</b>
		<b>Inflow/ (Outflow) \$'000</b>	<b>Inflow/ (Outflow) \$'000</b>	<b>Inflow/ (Outflow) \$'000</b>	<b>Inflow/ (Outflow) \$'000</b>
<b>Cash Flows from Operating Activities</b>	<b>4.4.1</b>				
Rates Revenue		89,207	89,315	92,945	3,630
Waste and Recycling Charges		15,060	14,700	16,367	1,667
Statutory Fees and Fines		6,630	8,365	8,116	(250)
User Fees		27,185	27,603	29,514	1,912
Other Receipts		2,951	3,068	1,942	(1,126)
Interest Received		1,200	1,468	1,500	32
Contributions - Monetary		7,500	7,786	9,000	1,214
Grants - Operating		21,224	23,256	21,618	(1,637)
Grants - Capital		1,200	1,275	1,315	41
Employee Costs		(72,206)	(72,481)	(77,212)	(4,731)
Materials and Services		(53,101)	(51,859)	(55,537)	(3,678)
Other Payments		(4,707)	(5,277)	(5,706)	(430)
<b>Net Cash provided by/(used in) Operating Activities</b>		<b>42,143</b>	<b>47,218</b>	<b>43,862</b>	<b>(3,356)</b>
<b>Cash Flows from Investing Activities</b>	<b>4.4.2</b>				
Proceeds from Sale of Property, Plant and Equipment		501	513	501	(13)
Payments for Property, Infrastructure, Plant and Equipment		(40,082)	(39,790)	(44,005)	(4,215)
<b>Net Cash provided by/(used in) Investing Activities</b>		<b>(39,581)</b>	<b>(39,277)</b>	<b>(43,504)</b>	<b>(4,228)</b>
<b>Cash Flows from Financing Activities</b>	<b>4.4.3</b>				
Repayment of Borrowings		(3,343)	(3,343)	(3,455)	(112)
Finance Costs		(660)	(662)	(554)	108
<b>Net Cash provided by/(used in) Financing Activities</b>		<b>(4,003)</b>	<b>(4,005)</b>	<b>(4,009)</b>	<b>(4)</b>
Net Increase/(Decrease) in Cash and Cash Equivalents		(1,441)	3,937	(3,651)	(7,589)
Cash and Cash Equivalents at Beginning of Year		59,085	61,112	65,049	3,937
<b>Cash and Cash Equivalents at the end of the financial year</b>	<b>4.4.4</b>	<b>57,644</b>	<b>65,049</b>	<b>61,398</b>	<b>(3,651)</b>

Statement of Capital Works for the year ended 30 June				
Capital Works Program	Ref	Annual Budget 2017-18	Forecast 2017-18	Annual Budget 2018-19
		\$'000	\$'000	\$'000
Carried forward projects from previous financial year	4.5.6	6,000	5,124	5,000
<b>New Works</b>				
<b>Property</b>				
Land		-	3,661	-
Buildings		5,525	5,882	8,082
<b>Total Property</b>	4.5.2	<b>5,525</b>	<b>9,543</b>	<b>8,082</b>
<b>Plant and Equipment</b>				
Plant, Machinery and Equipment		1,672	1,821	2,142
Computers and Telecommunications		1,918	1,975	831
Library Books and Materials		873	873	889
Other		1,049	1,049	1,517
<b>Total Plant and Equipment</b>	4.5.3	<b>5,511</b>	<b>5,717</b>	<b>5,379</b>
<b>Infrastructure</b>				
Roads		7,843	7,843	8,655
Footpaths		2,010	2,010	2,270
Drainage		3,570	3,190	3,641
Open Space and Recreation		8,853	10,594	8,007
Car Parks		420	420	400
Streetscape Works		350	350	2,570
<b>Total Infrastructure</b>	4.5.4	<b>23,046</b>	<b>24,407</b>	<b>25,544</b>
<b>Total New Works</b>		<b>34,082</b>	<b>39,667</b>	<b>39,005</b>
Carried forward projects to the next financial year (estimated)		-	(5,000)	-
<b>Total Capital Works Expenditure (including carry forwards)</b>		<b>40,082</b>	<b>39,790</b>	<b>44,005</b>
<b>Represented by:</b>	4.5.5			
Asset Renewal Expenditure		18,045	15,165	19,945
Asset Upgrade Expenditure		11,921	10,848	15,022
Asset Expansion Expenditure		5,775	5,775	759
Asset New Expenditure		4,341	8,002	8,278
<b>Total Capital Works Expenditure</b>		<b>40,082</b>	<b>39,790</b>	<b>44,005</b>
<b>Funding Sources Represented By:</b>	4.5.7			
Grants		1,200	1,275	1,315
Council Cash		38,882	38,515	42,689
Borrowings		-	-	-
<b>Total Capital Works Expenditure</b>		<b>40,082</b>	<b>39,790</b>	<b>44,005</b>

## Statement of Human Resources

Staff Expenditure	2017-18 Budget \$'000	2017-18 Forecast \$'000	2018-19 Budget \$'000
Employee Costs - Operating	75,578	74,892	79,458
Employee Costs - Capital	(2,411)	(2,411)	(2,246)
<b>Total Staff Expenditure</b>	<b>73,167</b>	<b>72,481</b>	<b>77,212</b>
Staff Numbers	2017-18 Budget FTE	2017-18 Forecast FTE	2018-19 Budget FTE
<b>Employees (Full-time Equivalent)</b>	<b>810.70</b>	<b>810.70</b>	<b>831.10</b>

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Description	Budget 2018-19 \$'000	Permanent		Casual
		Full Time \$'000	Part Time \$'000	\$'000
City Management	3,033	2,585	448	-
Corporate Services	7,048	6,158	890	1,385
Community Wellbeing	30,724	9,289	21,436	1,477
Infrastructure, Environment and Leisure	17,962	17,126	836	5,956
Planning and Place	8,119	6,961	1,157	499
Total Permanent Staff expenditure	66,886	42,119	24,767	9,317
Casuals, temporary and other expenditure	12,572			
Capitalised labour costs	(2,246)			
<b>Total Staff Expenditure</b>	<b>77,212</b>			

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

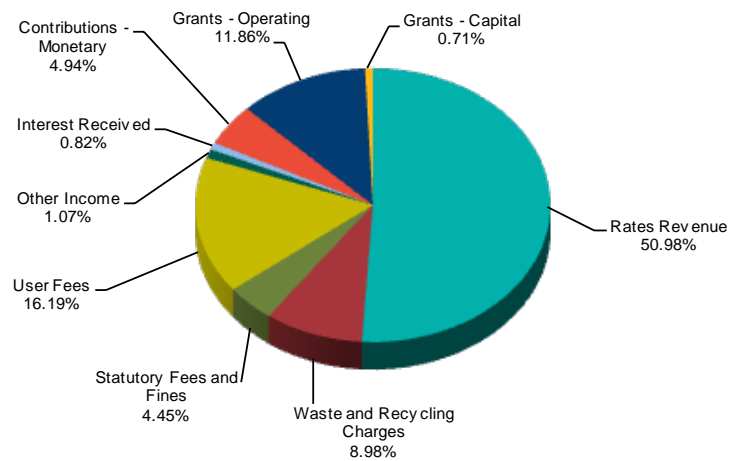
Description	Budget 2018-19 FTE	Permanent		Casual
		Full Time FTE	Part Time FTE	FTE
City Management	25.06	21.00	4.06	-
Corporate Services	65.30	56.00	9.30	16.28
Community Wellbeing	340.08	98.29	241.79	16.19
Infrastructure, Environment and Leisure	171.29	160.80	10.49	79.73
Planning and Place	82.84	68.00	14.84	6.33
Total Permanent Staff expenditure	684.57	404.09	280.48	118.53
Casuals, temporary and other expenditure	118.53			
Capitalised labour costs	28.00			
<b>Total Staff</b>	<b>831.10</b>			

## Notes to the Financial Statements

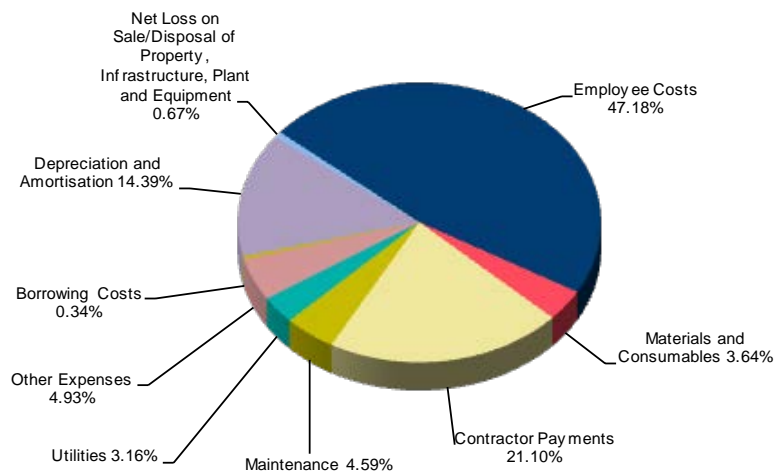
### 4.1 Comprehensive Income Statement

The graphs below show the allocation of income and expenditure for the 2018-19 annual budget:

#### Operating Revenue - 2018-19



#### Operating Expenditure - 2018-19



#### 4.1.1 Rates Revenue

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the *SRP* (refer to *Council and Community Plan*), rates and charges were identified as an important source of revenue, accounting for 51 per cent of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The *Fair Go Rates System* (FGRS) sets out the maximum amount councils may increase rates in a year. For 2018-19 the FGRS cap has been set at 2.25 per cent. The cap applies to general rates and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.25 per cent in line with the rate cap.

This will raise total rates and charges for 2018-19 to \$109.33m. The budget assumes an additional 1,000 assessments (properties). The average Rates per Assessment for 2018-19 is estimated at \$1,393.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2017-18 Forecast Actual (\$)	2018-19 Budget (\$)	Change (\$)	%
General Rates*	88,107,245	91,459,951	3,352,706	3.81%
Cultural & Recreation Land	300,247	334,841	34,594	11.52%
Waste Management Charges	14,145,504	16,383,504	2,238,000	15.82%
Supplementary Rates and Rate Adjustments	800,000	800,000	-	0.00%
Interest on Rates and Charges	350,000	350,000	-	0.00%
<b>Total Rates and Charges</b>	<b>103,702,997</b>	<b>109,328,296</b>	<b>5,625,300</b>	<b>5.42%</b>

\*These items are subject to the rate cap established under the FGRS

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year:

Type or class of land	2017-18 cents/\$CIV*	2018-19 cents/\$CIV*	Change
General Rate	2.9597	2.5206	-0.15
Cultural & Recreation with Liquor	1.7758	1.5123	-0.15
Cultural & Recreation without Liquor	1.4799	1.2603	-0.15
Cultural & Recreation MRC	2.2494	1.9156	-0.15
Yarra Yarra Golf Club*	-	-	n/a

\*Fixed amount as per agreement

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year:

Type or class of land	2017-18 Forecast Actual (\$)	2018-19 Budget (\$)	Change (\$) %	
General Rate	88,142,608	91,175,156	3,032,549	3.44%
Cultural & Recreation with Liquor	25,713	26,314	600	2.33%
Cultural & Recreation without Liquor	33,090	33,549	459	1.39%
Cultural & Recreation MRC	180,241	190,352	10,111	5.61%
Yarra Yarra Golf Club	81,765	84,627	2,862	3.50%
<b>Total amount to be raised by general rates</b>	<b>88,463,417</b>	<b>91,509,998</b>	<b>3,046,581</b>	<b>3.44%</b>

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2017-18 Number	2018-19 Number	Change %	
General Rate	64,737	65,649	912	1.41%
Cultural & Recreation with Liquor	6	6	-	0.00%
Cultural & Recreation without Liquor	18	18	-	0.00%
Cultural & Recreation MRC	1	1	-	0.00%
Yarra Yarra Golf Club	1	1	-	0.00%
<b>Total number of assessments</b>	<b>64,763</b>	<b>65,675</b>	<b>912</b>	<b>1.41%</b>

4.1.1(e) The basis of valuation to be used is the Net Annual Value.

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2017/18 \$'000	2018/19 \$'000	Change \$'000 %	
General Rate	2,988,911,833	3,628,539,950	639,628,117	21.40%
Cultural & Recreation with Liquor	1,448,000	1,740,000	292,000	20.17%
Cultural & Recreation without Liquor	2,236,000	2,662,000	426,000	19.05%
Cultural & Recreation MRC*	8,012,850	9,936,950	1,924,100	24.01%
Yarra Yarra Golf Club	5,447,500	5,803,000	355,500	6.53%
<b>Total value of land</b>	<b>3,006,056,183</b>	<b>3,648,681,900</b>	<b>642,625,717</b>	<b>21.38%</b>

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2017-18 \$	Per Rateable Property 2018-19 \$	Change \$ %	
<b>Municipal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>



4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2017-18 \$	2018-19 \$	Change \$	%
<b>Municipal</b>	-	-	-	<b>0.00%</b>

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2017-18 \$	Per Rateable Property 2018-19 \$	Change \$	%
240 Litre Bin	366	416	50	13.66%
120 Litre Bin	177	207	30	16.95%
Flats Sharing 240 litre bin	177	207	30	16.95%
Family 240 litre bin	256	279	23	8.98%
Litter Management Charge	54	56	2	3.70%
240 Litre Medical	177	207	30	16.95%
Additional Recycling	30	30	-	0.00%
Additional Green Waste	30	30	-	0.00%
<b>Total</b>	<b>1,267</b>	<b>1,432</b>	<b>165</b>	<b>13.02%</b>

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2017-18 \$	2018-19 \$	Change \$	%
240 Litre Bin	6,189,792	6,992,544	802,752	12.97%
120 Litre Bin	7,268,332	8,521,573	1,253,241	17.24%
Flats Sharing 240 litre bin	368,868	441,945	73,077	19.81%
Family 240 litre bin	101,632	111,879	10,247	10.08%
Litter Management Charge	214,974	256,760	41,786	19.44%
240 Litre Medical	3,540	3,933	393	11.10%
Additional Recycling	43,470	44,790	1,320	3.04%
Additional Green Waste	8,580	10,080	1,500	17.48%
<b>Total</b>	<b>14,199,188</b>	<b>16,383,504</b>	<b>2,184,316</b>	<b>15.38%</b>

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2017-18 (\$)	2018-19 (\$)	Change (\$)	%
General Rates	88,463,417	91,509,998	3,046,581	3.44%
Service Charges	14,199,188	16,383,504	2,184,316	15.38%
<b>Total Rates and charges</b>	<b>102,662,605</b>	<b>107,893,502</b>	<b>5,230,897</b>	<b>5.10%</b>

#### 4.1.1(l) Fair Go Rates System Compliance

Glen Eira City Council is fully compliant with the State Government's Fair Go Rates System

	2017-18 Forecast Actual	2018-19 Budget
Total Rates plus Annualised Supplementary Valuations	86,379,652	89,447,385
Number of rateable properties	64,737	65,649
Base Average Rates	1,334	1,363
Maximum Rate Increase (set by the State Government)	2.00%	2.25%
Capped Average Rate	1,361	1,393
Maximum General Rates and Municipal Charges Revenue	88,107,245	91,459,951
<b>Budgeted General Rates and Municipal Charges Revenue</b>	<b>88,107,245</b>	<b>91,459,951</b>

#### 4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2018-19: estimated \$800k and 2017-18: \$852k)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

**\*Note:**

The rates associated with the Melbourne Racing Club involve three parcels of land.

1. The private property along Kambrook and Booran Roads is rated at the General Rate, the same as the vast majority of property in the municipality.
2. The Crown Land comprising the Racecourse Reserve, under the control of the MRC, is rated under the *Cultural and Recreational Land Act* (as are tennis clubs, bowls clubs, golf clubs etc.).
3. The free hold land to the north of Station Street known as 'Caulfield Village' will continue to change significantly over the course of the next 10-15 years.
  - a. Precincts 2 and 3 of Caulfield Village are still currently rated under the *Cultural and Recreational Lands Act* owing to its use in association with racing however, Precinct 2 will change to General rate in 2018-19.
  - b. As Stages of this land move into construction, they will cease to be rated under the *Cultural and Recreational Lands Act* and will be rated under the General Rate. This is likely to take the form of a series of Supplementary Rate assessments. At the same time, back rates will be applied in accordance with *Cultural and Recreational Lands Act 1963* section 4(5), which will also be for increased amounts.
  - c. This process will continue as each Stage moves into development until eventually the whole area is rateable under the General Rate and has been subject to back rates. The timing of these changes will be driven by construction which is not within Council's control. It is likely that these changes will occur over successive Council budgets and during the course of particular financial years.

Rates and changes in rates are assessed by independent valuers under the supervision of the Valuer General for Victoria. Values and rates assessed for Council's purposes may also be used by the State Government to levy the *Fire Services Property Levy* and Land Tax.

#### **4.1.2 Statutory Fees and Fines (\$250k decrease)**

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines.

The decrease is mainly due to \$190k income provided for in the 2017-18 Forecast relating to voting infringements which will not be applicable in 2018-19.

A detailed listing of statutory fees and fines are disclosed as part of the user charges and other fees schedule in Appendix C 'Schedule of User Charges and Other Fees'.

#### **4.1.3 User Fees (\$1.91m increase)**

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, community facilities and the provision of human services such as Family Day Care and Community Care Services.

Increases in user fees include:

- GEL fees now include Carnegie Swim Centre and Caulfield Recreation Centre and have increased by \$990k.
- The increase in Early Learning Centre Fees of \$202k is based on a \$3 increase for all age groups.

A detailed listing of user fees are disclosed as part of the user charges and other fees schedule in Appendix C 'Schedule of User Charges and Other Fees' and Appendix D 'Schedule of GEL User Charges and Other Fees'.

#### **4.1.4 Other Income (\$1.13m decrease)**

Decrease due to one-off income that was received for licences, permits fees and reimbursements relating to the works being undertaken for grade separation works during 2017-18 (\$1.12m).

#### **4.1.5 Interest Received (\$32k increase)**

Assumes a slightly higher average cash holdings across 2018-19 compared with 2017-18 and 2.5 per cent return on funds.

#### **4.1.6 Contributions (\$4.02m decrease)**

Council receives open space levies pursuant to clause 52.01 of the Glen Eira Planning Scheme. Council has achieved the new uniform levy rate of 5.7 per cent (Amendment C120).

These contributions are levied on multi-unit property developments in order to fund open space.

These contributions are volatile and depend on decisions made by developers, not Council. Open space contributions are expected to increase in 2018-19 to a total of \$9m.

This is offset by a one-off land contribution received during the 2017-18 year (\$5.23m).

#### 4.1.7 Grants (\$1.6m decrease)

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

The level of operating grants decrease is explained by:

- Early payment of the 2018-19 Victorian Grants Commission allocation (50 per cent) during 2017-18. This is a timing variance and has increased the 2017-18 forecast by \$1.85m and decreased the 2018-19 budget by \$1.85m.
- Reduced grants in disability care due to the changeover to the National Disability Insurance Scheme (NDIS) of (\$571k). This is offset by a reduction in costs as these services will not be provided by Council.
- Reduced Early Learning Centre grants (\$253k), offset by an increase in user fees.

These decreases are offset by:

- Increased aged care income for residential facilities of \$901k.

A list of operating grants by type and source is included below:

Operating Grants				
Grant Funding Types and Source (Operating)	Forecast 2017-18	Annual Budget 2018-19	Variance 2017-18 Forecast to 2018-19 Budget	
	\$'000	\$'000	\$'000	%
<b>Recurrent - Commonwealth Government</b>				
Aged Care	8,799	9,700	901	10%
Early Learning	1,138	885	(253)	(22%)
Family Day Care	459	497	39	8%
<b>Recurrent - State Government</b>				
Delivered Meals	218	213	(5)	(3%)
Healthy Ageing	88	93	5	6%
Home Care	3,284	3,239	(45)	(1%)
Home Maintenance	240	244	4	2%
Immunisation	43	86	43	101%
In-home Assessment	1,002	1,061	59	6%
Libraries	948	940	(8)	(1%)
Maternal and Child Health	1,111	1,087	(24)	(2%)
Metro Access	135	0	(135)	(100%)
Public Health	7	8	1	17%
Respite Care	1,065	494	(571)	(54%)
Social Support	574	685	111	19%
Supervision of School Crossings	368	382	14	4%
Sustainability	16	131	115	734%
Victorian Grants Commission	3,715	1,844	(1,871)	(50%)
Youth Services	47	30	(17)	(36%)
<b>Total Recurrent Grants</b>	<b>23,256</b>	<b>21,618</b>	<b>(1,637)</b>	<b>(7%)</b>

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program.

There are no project related Grants factored into the 2018-19 Budget. Council will continue to advocate for grant funding on a project by project basis. Recent opportunities have been with Sport Recreation Victoria for sporting facilities upgrades from Sustainability Victoria for environmental initiatives. Ongoing Roads to Recovery funding will be \$285k.

Movements in non-recurrent grant funding are summarised below:

<b>Capital Grants</b>				
<b>Grant Funding Types and Source (Non-Recurrent)</b>	<b>Forecast 2017-18</b>	<b>Annual Budget 2018-19</b>	<b>Variance 2017-18 Forecast to 2018-19 Budget</b>	
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>%</b>
<b>Non-Recurrent - State Government</b>				
Open Space	173	100	(73)	(42%)
Recreational Services	525	930	405	77%
Roads to Recovery	577	285	(291)	(51%)
<b>Total Non-Recurrent Grants</b>	<b>1,275</b>	<b>1,315</b>	<b>41</b>	<b>3%</b>

## **Expenditure**

### **4.1.8 Employee Costs (\$4.73m increase)**

Employee costs include all labour related expenditure and on-costs such as allowances, leave entitlements and employer superannuation.

Salaries and wages are expected to increase by \$4.73m compared to the 2017-18 adopted budget.

This increase relates to the following:

- Estimation of increase for Council's Enterprise Bargaining Agreement (EBA) currently under negotiation - \$1.62m.
- Resources required for Carnegie Swim Centre and Caulfield Recreation Centre - \$1.2m due to transferring the facilities in-house.
- New positions to support growth in Council Services \$1.78m, partially offset by increased income and diversion from consultancy spend.
- Reduced positions due to NDIS rollout \$1.18m.
- Award increases and increases in hours and allowances - \$340k.

Council has budgeted for a staffing level of 831.1 EFT for 2018-19 (an increase of 20.4 on 2017-18).

### **4.1.9 Materials and Consumables (343k increase)**

Materials and consumables costs have increased by \$343k which includes the following: consumables \$95k, postage \$63k and fuel \$38k.

#### **4.1.10 Contractors (\$1.16m increase)**

Contractor costs relate mainly to the provision of Council services by external providers. External contractors are expected to increase by \$1.16m mainly due to:

- Waste Management contract costs, overall increase of \$1.46m mainly due to the anticipated changes to collection of recycling (\$839k) and the introduction of a food waste collection, (\$249k). There are also increases in line with contractual arrangements and CPI increases of (\$374k) across other waste categories. These cost increases are recovered from waste management fee income.
- Building & Properties – \$227k increase due to renewal of maintenance contract.
- City Futures – \$441k increase to continue works on strategy and place planning.
- Information Services – increases in costs to provide internal support and maintenance of Council's hardware and software infrastructure - \$218k.

Offsetting this are reductions in:

- Valuation costs to the change in legislation of the Valuer General taking over the annual valuations of municipal properties - \$190k.
- Contractor costs in Innovation and Continuous Improvement due to one-off projects during 2017-18 - \$282k.
- Reduction in management fees for outsourcing Carnegie Swim Centre and Caulfield Recreation Centre, now managed by Council - \$615k.

#### **4.1.11 Maintenance (\$898k increase)**

General maintenance costs are expected to increase by \$898k including Parks Services (\$267k), Buildings & Properties (\$452k) and GEL (\$168k).

#### **4.1.12 Utilities (\$911k increase)**

Utility charges relate to utilities such as water, gas, electricity, as well as telecommunication costs. Electricity pricing is expected to increase substantially during 2018-19 due to the end of the Procurement Australia contract \$810k.

#### **4.1.13 Grants and Subsidies (\$222k increase)**

Increase in funding of the Community Services Grants Program for 2018-19 of \$152k.

#### **4.1.14 Other expenses (\$430k increase)**

The increase against forecast of other expenses is mainly attributed to costs for: Citizenship Ceremony, emergency planning, exhibitions, programs within Community Care, and the planning scheme amendment process resulting from the adoption of structure plans and quality design guidelines.

#### **4.1.15 Borrowing costs (\$108k decrease)**

Borrowing costs relate to the interest component of Council's borrowing costs for GESAC. Borrowing repayments of principal and interest costs of \$4m will be made during the 2018-19 financial year. Borrowings outstanding as at 30 June 2018 are projected to be \$14.5m. The decrease in borrowing costs reflects Council paying off this loan according to schedule.

#### 4.1.16 Depreciation and Amortisation - non cash item (\$782k increase)

Depreciation and amortisation are accounting measures which allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. This increase is due to the impact of the revaluations of Council's infrastructure assets as at 31 December 2017 and capitalisation of the 2017-18 Capital Works projects.

#### 4.1.17 Net Loss on Sale/Disposal of Property, Infrastructure, Plant and Equipment (\$96k decrease)

The net loss on disposal of assets has increased in 2018-19. These amounts are difficult to predict when the budget is set. Items include disposal of: buildings, road surfaces, pavements, kerb and channels, footpaths, drains, right of ways and local area traffic management.

#### 4.2 Balance Sheet

The Budgeted Balance Sheet shows the expected financial position at the end of the reporting year. This section of the *Budget* analyses the movements in assets (what is owned), liabilities (what is owed) and equity between the 2018-19 budget year and 2017-18 annual forecast. The 'bottom line' of this Statement is net assets which is the net worth of Council.

The change in net assets between two year's Budgeted Balance Sheet shows how the financial position has changed over that period which is described in more detail in the Budgeted Balance Sheet. The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which fall due in the next twelve months.

#### Balance Sheet Key Assumptions

In preparing the Budgeted Balance Sheet for the year ended 30 June 2019 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- The total of rates and charges raised will be collected in the 2018-19 year.
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and amortisation and employee costs. Payment cycle is 30 days.
- Other debtors and creditors to remain consistent with 2017-18 levels.
- Proceeds from the sale of property, infrastructure, plant and equipment will be received in full in the 2018-19 year.
- Employee entitlements to be increased in line with the EBA.
- Principal repayments are estimated to be \$3.46m and interest payments \$554k.
- Total capital expenditure to be \$44.01m (including estimated carry overs of \$5m from the 2017-18 financial year).
- *Defined Benefit Superannuation Scheme* (for pre-1993 employees) continues to meet prudential requirements.

#### 4.2.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits. These balances are projected to decrease by \$3.65m mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the *Budget* and other debtor balances are at acceptable levels.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The increase in this balance is attributable to the net result of the capital works program (\$44.01m of new assets), depreciation of assets (\$23.56m) and the disposal of property, plant and equipment (\$1.6m).

#### 4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Enterprise Agreement outcomes.

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting to repay loan principal payments of \$3.46m over the 2018-19 year.

Liquidity Ratio (Working Capital)				
	Annual Budget 2017-18	Forecast 2017-18	Annual Budget 2018-19	Variance 2017-18 Forecast to 2018-19 Budget
	\$'000	\$'000	\$'000	\$'000
<b>Current Assets</b>				
Cash and Cash Equivalents	57,644	65,049	61,398	(3,651)
Trade and Other Receivables	10,408	12,739	12,739	-
Prepayments	1,297	1,497	1,497	-
<b>Total Current Assets</b>	<b>69,349</b>	<b>79,285</b>	<b>75,634</b>	<b>(3,651)</b>
<b>Current Liabilities</b>				
Trade and Other Payables	16,494	14,717	14,717	0
Trust Funds and Deposits	25,501	29,874	29,874	-
Provisions	13,391	12,850	13,350	(500)
Interest-Bearing Liabilities	3,455	3,455	3,571	(116)
<b>Total Current Liabilities</b>	<b>58,841</b>	<b>60,896</b>	<b>61,511</b>	<b>(616)</b>
<b>Working Capital</b>	<b>10,508</b>	<b>18,390</b>	<b>14,122</b>	<b>(4,267)</b>
<b>Working Capital Ratio</b>	<b>117.86%</b>	<b>130.20%</b>	<b>122.97%</b>	<b>(7.23%)</b>



Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities at 30 June.

One of the items which has placed additional pressure on Council's Liquidity Ratio is classification of leave entitlements. Notwithstanding a majority of leave entitlements are not expected to be settled within 12 months, almost all leave entitlements are classified as current liability provisions in Council's balance sheet, placing greater pressure on the liquidity ratio.

#### 4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

Borrowings				
Year	New Borrowings	Repayment of Borrowings	Interest Paid for Borrowings	Balance 30 June
	\$'000	\$'000	\$'000	\$'000
2017-18 Forecast	-	3,343	662	18,303
2018-19 Annual Budget	-	3,455	554	14,848

### 4.3 Statement of changes in Equity

#### 4.3.1 Reserves

A total of \$9m is budgeted to be transferred to the Open Space Reserve during the 2018-19 financial year which may be used to fund eligible open space capital works projects.

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds has been reflected in Council's SRP and any changes in future use of the funds will be made in the context of the future funding requirements set out in the SRP.

Council approved its *Open Space Strategy* on 8 April 2014 following widespread community consultation. Pursuant to Clause 52.01 of the *Glen Eira Planning Scheme* a person who proposes to subdivide land into 3 or more lots must make a contribution to Council for public open space.

Council has achieved the uniform levy rate of 5.7 per cent (Amendment C120).

#### 4.3.2 Equity

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

#### 4.4 Statement of Cash Flows

The Budgeted Statement of Cash Flows shows the expected cash movements during the budget year and the difference in the cash balance at the beginning and the end of the year. The net cash flows from operating activities, shows how much are expected to remain after providing day to day services to the community. Any surpluses from operating activities are invested in areas such as capital works.

The information in the Budgeted Statement of Cash Flows assists in the assessment of the ability of Council to generate cash flows, meet financial commitments as they fall due, including the servicing of borrowings, fund changes in the scope or nature of activities and obtain external finance. The Budgeted Statement of Cash Flows analyses the expected cash flows for the 2018-19 financial year.

The cash flow is based on three main categories. In summary these are:

##### 4.4.1 Net cash flows provided by/(used in) operating activities

Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

Operating activities refer to the cash generated or used in the normal service delivery functions of Council. The decrease in inflows from operating activities is mainly due to increased outflows for Employee Costs \$4.73m, Materials and Services \$3.68m and decreased inflows of Other Receipts \$1.13m.

Partly offsetting these are increases in cash inflows from operating activities which are mainly due to increases in Rate Revenue \$3.63m, Waste and Recycling Charges \$1.67m and User Fees \$1.91m and Contributions – Monetary \$1.21m.

The net cash flows from operating activities does not equal the surplus for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Statement of Cash Flows. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

Reconciliation of operating result and net cash from operating activities 30 June			
	Annual Budget 2017-18	Forecast 2017-18	Annual Budget 2018-19
	\$'000	\$'000	\$'000
Surplus	17,219	27,821	18,656
Debt Servicing Costs	660	662	554
Loss on Disposal of Property, Infrastructure, Plant and Equipment	1,030	1,191	1,095
Non Monetary Contribution	-	(5,230)	-
Depreciation and Amortisation	23,234	22,775	23,557
<b>Cash Flows Available from Operating Activities</b>	<b>42,143</b>	<b>47,218</b>	<b>43,862</b>

#### **4.4.2 Net cash flows provided by/(used in) investing activities**

Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.

Investing activities refer to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, equipment, etc.

The increase in payments for investing activities of \$4.22m represents an increase in capital works program expenditure for the 2018-19 budget year.

#### **4.4.3 Net cash flows provided by/(used in) financing activities**

Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

Financing activities refer to cash generated or used in the financing of Council functions. The outflow in financing activities represents principal payments of \$3.46m and interest payments on the loan of \$554k.

#### **4.4.4 Cash and Cash Equivalents**

The significance of budgeting cash flows for Council is that it is a key factor in setting the level of rates each year (governed by the rate cap) and providing a guide to the level of capital works expenditure that Council can sustain using existing cash reserves.

The Budgeted Statement of Cash Flows shows a slight decrease in the overall cash position as compared to the 2017-18 annual forecast and an increase from the *2017-18 Annual Budget*.

Funds held are mainly to cover current liabilities, as Council pays its creditors at the end of the month following the receipt of an invoice.

The low working capital held in the Balance Sheet reflects the progression of our capital works projects, and this is also reflected in the movements within the Statement of Cash Flows. The payments for investing activities reflect Council's commitment to ensuring capital projects are a major priority.

Overall, total cash and investments are forecast to decrease from \$65.05m to \$61.4m as at 30 June 2019.

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations as shown in the following table. Unrestricted cash and investments for the period ending June 2019 are estimated to be \$31.52m.

Restricted and Unrestricted Cash and Investments				
	Annual Budget 2017-18	Forecast 2017-18	Annual Budget 2018-19	Variance 2017-18 Forecast to 2018-19
	Inflow/(Outflow) \$'000	Inflow/(Outflow) \$'000	Inflow/(Outflow) \$'000	Inflow/(Outflow) \$'000
Total Cash and Investments	57,644	65,049	61,398	(3,651)
<b>Restricted Cash and Investments</b>				
Trust Funds and Deposits	(25,501)	(29,874)	(29,874)	-
<b>Unrestricted Cash and Investments</b>	32,143	35,176	31,524	(3,651)
Discretionary Reserves (Open Space)	(10,749)	(7,814)	-	7,814
<b>Unrestricted Cash adjusted for Discretionary Reserves</b>	21,394	27,362	31,524	4,162

Included in trust funds and deposits are:

- **Residential Aged Care Deposits** - relate to resident accommodation deposits for Council's nursing homes at Warrawee, Rosstown and Spurway. These deposits are to be refunded (less retention income) when residents leave the facility. These funds are to be invested in cash and term deposit accounts in accordance with the *Aged Care Act 1997*. Council is liable to repay deposits as and when required; and
- **Refundable deposits** - are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

#### Unrestricted cash and investments

These funds are free of statutory reserve funds and cash to be used to fund capital works expenditure from the previous financial year.

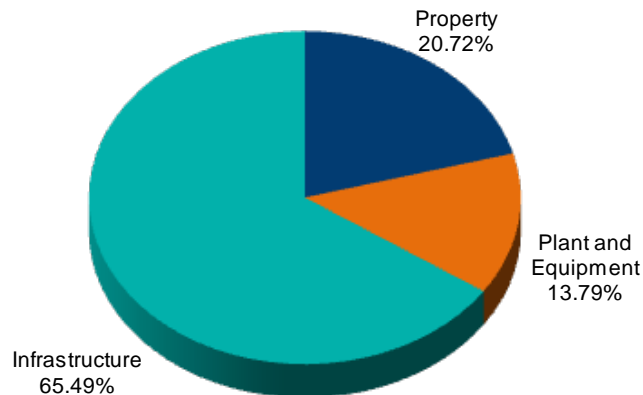
### 4.5 Capital Works Program

The Budgeted Statement of Capital Works sets out all the expected capital expenditure in relation to non-current assets for the year. It also shows the amount of capital works expenditure which is expected to be expanding, renewing or upgrading Council's asset base. This is important because each of these categories has a different impact on Council's future costs. The total expenditure on capital works projects for the 2018-19 financial year is \$44.01m (including carryovers of \$5m). The following tables show the total capital works from various views.

#### 4.5.1 Summary

	Forecast 2017-18	Budget 2018-19	Change	
New Works	\$'000	\$'000	\$'000	%
Property	9,543	8,082	1,461	15.3%
Plant and Equipment	5,717	5,379	339	5.9%
Infrastructure	24,407	25,544	(1,137)	(4.7%)
<b>Total</b>	<b>39,667</b>	<b>39,005</b>	<b>662</b>	<b>1.7%</b>

### Proportion of 2018-19 Capital Works Budget by Category



#### 4.5.2 Property (\$8.08m)

The property class comprises buildings and building improvements including community facilities, Municipal offices, sports facilities and pavilions. The decrease against the 2017-18 forecast is due to a one off purchase of property during the 2017-18 year.

#### 4.5.3 Plant and Equipment (\$5.38m)

Plant and equipment includes plant, machinery and equipment, computers and telecommunications, and library collections.

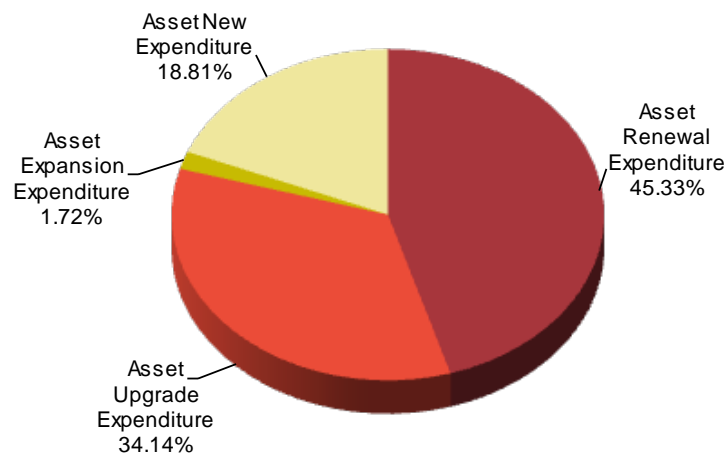
#### 4.5.4 Infrastructure (\$25.54m)

Infrastructure includes roads, footpaths, drainage works (in road reserves, sportsgrounds and irrigation) open space (includes open space initiatives, parks, playing surfaces and playground equipment), car parks and streetscape works (street beautification of Council's streets and shopping precincts).

Refer to Appendix B and C for detailed listings of 2018-19 Capital Works projects.

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources	
		New	Renewal	Upgrade	Expansion	Grants	Council Cash
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	8,082	2,990	2,125	2,878	90	-	8,082
Plant and Equipment	5,379	614	3,475	1,088	202	-	5,379
Infrastructure	25,544	4,674	11,846	8,557	467	1,315	24,229
<b>Total New Works</b>	<b>39,005</b>	<b>8,278</b>	<b>17,445</b>	<b>12,522</b>	<b>759</b>	<b>1,315</b>	<b>37,690</b>
Carried forward capital works from 2017-18	5,000	-	2,500	2,500	-	-	5,000
<b>Total Capital Works Expenditure</b>	<b>44,005</b>	<b>8,278</b>	<b>19,945</b>	<b>15,022</b>	<b>759</b>	<b>1,315</b>	<b>42,690</b>

### 2018-19 Capital Works - by Type



#### 4.5.5 Asset Renewal (\$19.95m), Upgrade (\$15.02m), Expansion (\$759k) and New (\$8.28m)

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

#### 4.5.6 Carried Forward Works (\$5m)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2017-18 year it is forecast that \$5m of capital works will be incomplete and be carried forward into the 2018-19 year.

#### 4.5.7 Funding Sources

##### Grants - Non-Recurrent (\$1.32m)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program.

Below are the project related Grants factored into the 2018-19 Budget:

Capital Grants for 2018-19 include the following:	\$'000
Roads to Recovery	285
King George Reserve Pavilion upgrade	275
Bailey Reserve Lighting	175
Sportsground lighting upgrade, Bentleigh and McKinnon reserves	300
Moorleigh Village pathway lighting	100
McKinnon Reserve pavilion	100
EE Gunn Reserve, Ormond	80
<b>Total Capital Grants</b>	<b>1,315</b>

Council will continue to advocate for grant funding on a project by project basis. Recent opportunities have been with Sport Recreation Victoria for sporting facilities upgrades from Sustainability Victoria for environmental initiatives.

##### Council Cash (\$42.69m)

Council generates cash from its operating activities, which is used as a funding source for the Capital Works Program. It is forecast that \$42.69m will be generated Council cash to fund the 2018-19 Capital Works program.

Refer to Appendix B and C for detailed listings of Capital Works projects.

## Overview to Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in this report. Statutory disclosures are in accordance with the *Local Government Act 1989* and Local Government Model Financial Report.

This information has not been included in the main body of the *Budget* in the interests of clarity and conciseness. Council has decided that whilst the budget needs to focus on the important elements of the *Budget* and provide appropriate analysis, the detail upon which the *Annual Budget* is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information
A	Budget Processes
B	Capital Works Program (as required by the Local Government Regulations)
C	New Capital Works Program
D	Schedule of User Charges and Other Fees
E	Schedule of GEL User Charges and Other Fees



## **Appendix A – Budget Processes**

This section lists the budget processes to be undertaken in order to adopt the *Budget* in accordance with the *Local Government Act 1989* (the *Act*) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

Under the *Act*, Council is required to prepare and adopt an *Annual Budget* for each financial year. The *Budget* is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the *Act*.

The 2018-19 *Budget*, which is included in this report, is for the year 1 July 2018 to 30 June 2019 and is prepared in accordance with the *Act* and Regulations. The *Budget* includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.

These Statements have been prepared for the year ending 30 June 2019 in accordance with the *Act* and Regulations and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The *Budget* also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the *Budget*.

A proposed *Budget* is prepared in accordance with the *Act* and submitted to Council in May for approval in principle. Council is then required to give public notice that it intends to adopt the *Budget*. It must give 28 days' notice of its intention to adopt the proposed budget and make the *Budget* available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the *Budget* and any submission must be considered before adoption of the *Budget* by Council.

With the introduction of the State Government's Rate Capping legislation in 2015 Councils are capped to a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). Glen Eira City Council has determined not to submit an application for a variation in 2018-19.

The final step is for Council to adopt the *Budget* after receiving and considering any submissions from interested parties. The *Budget* is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget Process	Timing
1. Minister of Local Government announces maximum rate increase	Dec
2. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
3. Council submits formal rate variation submission to ESC	Mar
4. Proposed budget(s) submitted to Council for approval	Apr/May
5. ESC advises whether rate variation submission is successful	May
6. Public notice advising intention to adopt budget	May
7. Budget available for public inspection and comment	May
8. Public submission process undertaken	May/Jun
9. Submissions period closes (28 days)	Jun
10. Submissions considered by Council	Jun
11. Budget and submissions presented to Council for adoption	Jun
12. Copy of adopted budget submitted to the Minister	Jun

## Appendix B - Capital Works Program (as required by the Local Government Regulations)

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2018-19 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.

# 2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM

## Capital Works Project Listing

Capital Works - Project Listing				Asset expenditure types				Funding Sources	
Project Title	Project Description	Location	2018-19 Budget Amount	Renewal	Upgrade	Expansion	New	Grants	Council Cash
			\$	\$	\$	\$	\$	\$	\$
Property									
Buildings									
Carnegie Sports Precinct Redevelopment - Pavilions	Detail design and documentation of pavilions at Lord Reserve (merge Hex and cream brick pavilions).	Lord Reserve Pavilion	192,000	-	-	-	192,000	-	192,000
Carnegie Sports Precinct Redevelopment - Pavilions	Detail design and documentation of Council's adopted master plan concept.	Koorang Park Pavilion	192,000	-	-	-	192,000	-	192,000
Carnegie Sports Precinct Redevelopment - Master Plan	Detail design of landscape and sportsgrounds in master plan.	Lord Reserve/ Koorang Park	345,000	-	-	-	345,000	-	345,000
Pavilion Construction	Continuation of construction of the pavilion upgrade including female friendly change.	King George VI Reserve Pavilion (R.P McHutchinson)	1,071,000	-	-	-	1,071,000	275,000	796,000
Forward Design - Pavilion	Site survey and development of a schematic design/concept and preliminary costing for a new pavilion including car park and landscaping.	Murrumbeena Park Pavilion	616,565	-	-	-	616,565	-	616,565
Community Garden	Develop a pop up community garden with a focus on building connections across the community. The project will focus on collaborating with the community to plan and scope design options, establish a community management arrangement and create a garden.	Moorleigh Village	65,000	-	65,000	-	-	-	65,000
Community Shed - Design	Engage with the community to plan and design a community shed in the City of Glen Eira.	Moorleigh Village	50,000	-	-	-	50,000	-	50,000
GESAC Defect Rectification Program	Completing the 5 year program. 18/19 will be the last year.	GESAC	225,000	-	225,000	-	-	-	225,000
Forward Design - Pavilion	Site survey and development of a schematic design/concept and preliminary costing for a new pavilion which will also service GESAC outdoor change room.	Bailey Reserve Soccer/ Cricket Pavilion	15,000	-	-	-	15,000	-	15,000
Forward Design - Pavilion	Development of a schematic design/concept and preliminary costing for a standard model for a 4 change room pavilion which can be adapted to a 2 or 6 change room model.	Cauffield Park (Grey Brick) & Mackie Road Reserve	30,000	-	-	-	30,000	-	30,000
Public Toilet New	Provision of public toilets in accordance with the public toilet strategy 2015.	McKinnon Reserve	431,250	-	-	-	431,250	-	431,250
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	Parks Depot office	28,000	-	28,000	-	-	-	28,000
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	King George Reserve Pavilion	23,000	-	23,000	-	-	-	23,000
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	Glen Works Depot	28,000	-	28,000	-	-	-	28,000
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	Victory Park Pavilion	13,000	-	13,000	-	-	-	13,000

2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM									
Capital Works Project Listing									
Project Title	Project Description	Location	2018-19 Budget Amount \$	Asset expenditure types				Funding Sources	
				Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	Bailey Reserve Pavilion	13,000	-	13,000	-	-	-	13,000
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	Caulfield Park Pavilion	13,000	-	13,000	-	-	-	13,000
Town Hall Internal Areas - Upgrade	Refurbishment of areas on ground floor, Level 1 & 3 and Customer Service areas.	Town Hall	1,144,000	-	1,144,000	-	-	-	1,144,000
GESAC - Outdoor Gym Area Shade Sails	Shade sails for outside gym area on first floor.	GESAC - First Floor out side the group fitness area	47,000	-	-	-	47,000	-	47,000
Library Upgrade	Soundproofing the children's area.	Carnegie Library	47,000	-	47,000	-	-	-	47,000
Female Friendly Pavilion Upgrade Program	\$100k SRV funding approved for McKinnon Reserve Pavilion.	McKinnon Reserve; Victory Park (Design only)	315,000	-	315,000	-	-	100,000	215,000
Early Learning Centre Upgrade	Update external entrance including relocating the gate to open away from Shepperson Avenue; extend shade sail over sand pit to ensure sun protection throughout the day.	Carnegie Children's Multi-purpose facility	17,250	-	17,250	-	-	-	17,250
Maternal and Child Health Centre Upgrade	To improve storage to house resources and equipment needed to support families experiencing early parenting difficulties.	Glen Huntly MCH	17,250	17,250	-	-	-	-	17,250
Kindergarten Upgrade	Extending windows to the ground to improve supervision, usability and accessibility.	Caulfield South Kinder	34,500	-	34,500	-	-	-	34,500
Leila Road outdoor Landscaping Space Upgrade	To complete the refurbishment of the outdoor space to create an improved accessible area .	Leila Rd	112,500	-	112,500	-	-	-	112,500
Sustainability Initiatives - Buildings - Upgrade	Retrofit council buildings as per energy audits including PV panels installation and insulation. To reduce greenhouse gas emissions in line with the carbon emissions reduction plan.	GESAC, Bentleigh East; Glen Works Depot, Moorabbin; Bentleigh & Carnegie Library, Bentleigh & Carnegie; Packer Park Pavilion, Carnegie; Caulfield Park Pavilion, Caulfield North; King George Reserve, Bentleigh East; Moorleigh Village, Bentleigh East; Carnegie Early Learning Centre, Carnegie	762,000	762,000	-	-	-	-	762,000
Residential Services - Minor Improvement	Refurbishment of the kitchenettes in house 6 at Warrawee; Refurbishment of house tea & coffee making facilities at Rosstown; Implement café area at Spurway for residents and relatives out of hours usage.	Rosstown Community; Warrawee Community; Spurway Community	90,000	90,000	-	-	-	-	90,000
Roof Renewal	The renewal of various council buildings roofs identified through lifecycle audits.	Glen Eira Town Hall; Hodgson Reserve, Bentleigh; Depot, Caulfield North; EE Gunn Reserve, Ormond; Moorleigh Village, Bentleigh East	133,500	133,500	-	-	-	-	133,500
Kitchen and Joinery Renewal	The renewal of various council buildings kitchen/joinery identified through lifecycle audits.	Town Hall, Caulfield; McKinnon Hall, McKinnon; Moorleigh Village, Bentleigh East; Murrumbena Family Centre, Murrumbena; Moorleigh Village, Bentleigh East; Peninsula Community Legal Centre, Bentleigh East	74,000	74,000	-	-	-	-	74,000
Painting Renewal Program	Programmed painting works identified from building condition audits.	CRC, Caulfield; Princes Park, Caulfield South; Godfrey Street Community House, Bentleigh; Linkway, 12-16, Belsize Avenue, Carnegie; Glenworks, Moorabbin; Parks depot, Caulfield North; Gardenvale Park, Gardenvale; Caulfield Park, Caulfield North; Public Toilet, 15, Kokaribb Road, Carnegie; Murrumbena Park, Murrumbena	135,900	135,900	-	-	-	-	135,900

2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM									
Capital Works Project Listing									
Project Title	Project Description	Location	2018-19 Budget Amount \$	Asset expenditure types				Funding Sources	
				Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
Minor HVAC Renewal	Strategic renewal program for replacing air-conditioning units at council buildings. Includes HVAC works and ongoing plant renewal.	Bentleigh Library, Bentleigh; Rosstown, Warrawee Nursing Homes, Carnegie; Carnegie Early Learning Centre, Carnegie; McKinnon Kinder, McKinnon; Bentleigh Pre-School, Bentleigh	178,000	142,400	35,600	-	-	-	178,000
Floor Covering Replacement Renewal	Ongoing renewal of floor coverings identified through lifecycle audits.	East Bentleigh Early Learning Centre, Bentleigh East; Bentleigh Pre-School, Bentleigh; Caulfield Park Pavilion, Caulfield North; CRC, Caulfield; Murrumbeena Early Learning Centre, Murrumbeena; Parks Depot, Caulfield North	211,400	211,400	-	-	-	-	211,400
Roof Safety New	Installation of roof safety access systems for maintenance purposes.	EE Gunn Pavilion, Ormond; Koomang Park Pavilion, Carnegie; Glenhuntly Pavilion, Glen Huntly	47,200	47,200	-	-	-	-	47,200
Disability Discrimination Act Compliance Upgrade	Ongoing program of works to ensure that council buildings meet DDA compliance requirements.	Caulfield Park Pavilion; Victory Park Pavilion; Glen Huntly Reserve Pavilion; Carnegie Pool; Glen Eira Depot; CRC; Parks Depot	124,000	-	124,000	-	-	-	124,000
Independent Living Units Renewal	To provide refurbished accommodation for tenants.	Jasper Road, Bentleigh; Belsize Avenue, Carnegie	162,000	97,200	64,800	-	-	-	162,000
Signage Upgrade Buildings	Replace old and redundant signage on buildings across various sites.	Town Hall, Moorleigh Village, Caulfield Pavilion	125,000	-	125,000	-	-	-	125,000
Bathroom Renewal	Rolling program for renewal of bathrooms within council buildings based on lifecycle audits.	Bentleigh McKinnon Youth Club Hall, Bentleigh; Carnegie Early Learning Centre, Carnegie; Caulfield Maternal Child Health, Caulfield; Caulfield Senior Citizens Centre, Caulfield; East Bentleigh Early Learning Centre, Bentleigh East; Glen Huntly Reserve, Glen Huntly; Glover Street Kinder, Bentleigh East; Godfrey Community House, Bentleigh; Caulfield Park, Caulfield North; Ormond Senior Citizens Centre, Ormond; Parks Depot office, Caulfield North	112,800	112,800	-	-	-	-	112,800
GESAC - Leisure Pool Equipment Renewal	Replace equipment in leisure pool that has reached the end of its useful life.	GESAC	59,000	59,000	-	-	-	-	59,000
GESAC - Planned Renewal Program	Renewal and replacement of assets including pool and building plant and equipment in accordance with the GESAC Asset management plan.	GESAC	181,000	181,000	-	-	-	-	181,000
GESAC Pool Tile Rectification Works	Removal of all pool tiles and resurfacing of pool walls and floors in the leisure and 25m pool.	GESAC	450,000	-	450,000	-	-	-	450,000
GESAC Building Renewal	Paintings to doors, walls, render, cladding and line marking to stadium timber floor.	GESAC	61,000	61,000	-	-	-	-	61,000
Kindergarten Upgrade	Refurbish centre to increase play space. This will increase licensed area to 33 children.	Ormond Kinder	90,000	-	-	90,000	-	-	90,000
<b>Total Buildings</b>			<b>8,082,115</b>	<b>2,124,650</b>	<b>2,877,650</b>	<b>90,000</b>	<b>2,989,815</b>	<b>375,000</b>	<b>7,707,115</b>
<b>Total Property</b>			<b>8,082,115</b>	<b>2,124,650</b>	<b>2,877,650</b>	<b>90,000</b>	<b>2,989,815</b>	<b>375,000</b>	<b>7,707,115</b>

2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM										
Capital Works Project Listing										
Project Title		Project Description	Location	2018-19 Budget Amount	Asset expenditure types				Funding Sources	
				\$	Renewal	Upgrade	Expansion	New	Grants	Council Cash
					\$	\$	\$	\$	\$	\$
Plant and Equipment										
Plant, Machinery and Equipment										
Fleet Management	Renewal of council's fleet including motor vehicles, small plant, trucks, mowers, rollers etc.	Including Plant and Equipment at Parks, Depot & Town Hall		2,141,605	2,141,605	-	-	-	-	2,141,605
Total Plant, Machinery and Equipment				2,141,605	2,141,605	-	-	-	-	2,141,605
Computers and Telecommunications										
Corporate Information Management	Includes the following: - Renewing base infrastructure such as storage, servers, networking and end-user tools (desktops; laptops; tablets; monitors); - Application Integration – allows the inter-connectivity of current applications/systems; and - Defining and building the technology foundations to support the GETT program including service design reviewing the current state architecture and business applications.	All Council Offices		831,000	332,400	166,200	166,200	166,200	-	831,000
Total Computers and Telecommunications				831,000	332,400	166,200	166,200	166,200	-	831,000
Library Books and Materials										
Purchase of Library Collections	Purchase of books, magazines, dvds, games, ebooks, emagazines and online subscription for the development and maintenance of the library collections.	Council library locations - Benteigh, Carnegie, Caulfield, Elsternwick		889,330	-	889,330	-	-	-	889,330
Total Library Books and Materials				889,330	-	889,330	-	-	-	889,330
Other Plant and Equipment										
Online Enhancements	Improve online enhancement to enable seamless transactions by community; Procure additional modules for corporate performance reporting system; Review payment channel consolidation; Website enhancements in order to improve council's online presence.	Town Hall		300,000	-	-	-	300,000	-	300,000
Furniture & Equipment Upgrade	Replace old furniture and equipment to be modern and lightweight to promote safety and independence of residents using the centre.	Across Senior Citizen's centres		60,000	60,000	-	-	-	-	60,000
Glen Eira Leisure -Upgrade 24 hour access (feasibility review)	To enable 24 hour access in future to GESAC gym and Caulfield Recreation Centre. This included new scanners, CCTV system upgrades, tail gate system and panic buttons.	GESAC & CRC		65,000	-	32,500	-	32,500	-	65,000
Plant and Equipment Upgrade	Improvements to the water play filtration plant to maintain water quality and comply with best practices.	Booran Reserve		65,100	-	-	35,805	29,295	-	65,100

2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM									
Capital Works Project Listing									
Project Title	Project Description	Location	2018-19 Budget Amount \$	Asset expenditure types				Funding Sources	
				Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
Maintenance Storage - New	Installation of a new shed to house plant and equipment for maintenance operations.	Booran Reserve	70,000	-	-	-	70,000	-	70,000
Furniture & Fittings	Upgrade and purchase of new furniture and fittings as required.	Various at Town Hall	105,000	105,000	-	-	-	-	105,000
Residential Services - Replacement of Furniture	Replacement of window furnishings – Resident rooms Rosstown; Replacement of outdoor furniture house 6 - Warrawee; Replacement of bedroom furniture - excluding beds Spurway.	Rosstown Community; Warrawee Community; Spurway Community	90,000	90,000	-	-	-	-	90,000
Residential Services - OHS upgrades	Residential Services OHS/No Lift to minimise risk to staff from manual handling- Replacement of beds, lifting machines, mobile chairs, wheelchairs.	Rosstown Community; Warrawee Community; Spurway Community	90,000	90,000	-	-	-	-	90,000
Furniture and Equipment Renewal	Replacement of safety equipment used by children i.e. car restraints, high chairs and strollers which need to be compliant with Australian Safety Standards.	Across Municipality	12,000	12,000	-	-	-	-	12,000
Furniture and Equipment Renewal	Replacement of children's educational toys and resources at MCH Centres.	Across Municipality	10,000	10,000	-	-	-	-	10,000
Furniture and Equipment New	Smart TV's to enhance information sharing and educational opportunities for families accessing MCH services.	Seven Centres across Municipality	16,000	-	-	-	16,000	-	16,000
GESAC - Furniture & Equipment Renewal	Equipment that needs replacing over time due to use and general wear and tear. Replacing this furniture & equipment ensures that the level of service delivery remains high and maintenance cost are reduced.	GESAC	583,688	583,688	-	-	-	-	583,688
Carnegie Swim Centre Maintenance	Reactive renewal and maintenance of pool equipment.	Carnegie Swim Centre	50,000	50,000	-	-	-	-	50,000
<b>Total Other Plant &amp; Equipment</b>			<b>1,516,788</b>	<b>1,000,688</b>	<b>32,500</b>	<b>35,805</b>	<b>447,795</b>	<b>-</b>	<b>1,516,788</b>
<b>Total Plant &amp; Equipment</b>			<b>5,378,723</b>	<b>3,474,693</b>	<b>1,088,030</b>	<b>202,005</b>	<b>613,995</b>	<b>-</b>	<b>5,378,723</b>

2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM									
Capital Works Project Listing									
Project Title	Project Description	Location	2018-19 Budget Amount	Asset expenditure types				Funding Sources	
				Renewal	Upgrade	Expansion	New	Grants	Council Cash
			\$	\$	\$	\$	\$	\$	\$
Infrastructure									
Roads									
Cross Intersection Safety Upgrade	Speed humps on 2 approaches.	Intersection of Leslie and Meaney Street	20,000	-	-	-	20,000	-	20,000
Pedestrian Safety Upgrade	Pedestrian refuge island design and construction.	Tucker Road (between North Road and McKinnon Road) near McKinnon Primary	80,000	-	-	-	80,000	-	80,000
Pedestrian Safety Upgrade	Reduced speed limits to 40km/hr - design, consultation & approvals.	Tucker Road (between North road and McKinnon Road) near McKinnon Primary	20,000	-	-	-	20,000	-	20,000
Pedestrian Safety Upgrade	Pedestrian operated signals	Kooyong Road, Elsternwick (In the vicinity of Carlingford Street)	15,000	-	-	-	15,000	-	15,000
Residential Street Safety Upgrade	Speed humps, Splitter islands	Hobart Road, Murrumbeena	80,000	-	-	-	80,000	-	80,000
Residential Street Safety Upgrade	Raised pavement intersection threshold treatments	Intersections of Murrumbeena Road at Brisbane, Perth, Adelaide, Sydney and Melbourne Streets	150,000	-	-	-	150,000	-	150,000
Residential Street Safety Upgrade	Raised pavement intersection threshold treatments	Intersections of Neerim Road at Tuckett and Short Streets	60,000	-	-	-	60,000	-	60,000
Safer Access to Open Space Upgrade	Redesign & reconstruction of roundabouts to improve safety	Sussex and Dover Street	160,000	-	-	-	160,000	-	160,000
Shopping Centre Safety Upgrade	Speed hump / traffic calming treatments.	Various laneways and car parks in shopping centres	10,000	-	-	-	10,000	-	10,000
Shopping Centre Safety Upgrade	Pedestrian refuge islands	McKinnon Shopping Centre	30,000	-	-	-	30,000	-	30,000
School Safety Upgrade	Pedestrian refuge / splitter island	Garden Avenue, Glen Huntly	25,000	-	-	-	25,000	-	25,000
Blackspot Program Upgrade	Redesign and construct roundabout to improve safety.	Koonang Road & Oakleigh Road Roundabout; Koonang Road & Leila Road Roundabout - Carnegie	40,000	-	-	-	40,000	-	40,000
Street Lighting Upgrade	Stage 2: Replacement of major road lights that are managed and fully funded by council. To maximise energy efficiency and reduce greenhouse gas emissions.	Various Locations around the Municipality	1,370,000	1,370,000	-	-	-	-	1,370,000
Road Reconstruction Program		Selected locations across the municipality	4,085,408	3,268,326	817,082	-	-	285,408	3,800,000
Local Road Resurfacing Program		Selected locations across the municipality	1,500,000	1,500,000	-	-	-	-	1,500,000
Right of Way Renewal Program		Selected locations across the municipality	343,332	291,832	51,500	-	-	-	343,332
Kerb and Channel Renewal Program		Various locations across the municipality	166,464	158,141	8,323	-	-	-	166,464



2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM									
Capital Works Project Listing									
Project Title	Project Description	Location	2018-19 Budget Amount \$	Asset expenditure types				Funding Sources	
				Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
Local Area Traffic Management Renewal	Rubber cushions, Speed humps, Splitter islands.	Various locations across the municipality	420,000	336,000	84,000	-	-	-	420,000
Local Area Traffic Management Renewal	Roundabout renewal.	Orrong Rd and Riddell Parade	80,000	64,000	16,000	-	-	-	80,000
<b>Total Roads</b>			<b>8,655,204</b>	<b>6,988,299</b>	<b>976,905</b>	<b>-</b>	<b>690,000</b>	<b>285,408</b>	<b>8,369,796</b>
<b>Footpaths</b>									
New Footpath Program	Construct a number of new footpaths creating connections where there are currently no footpaths. The locations will be prioritised across the city based on: • Significance • Number of properties • Current Usage • Footpath continuation • Missing footpaths on one side • Traffic volume Other: • Resident requests • Walking strategy action plan	Various Locations across the Municipality	250,000	-	-	-	250,000	-	250,000
Footpath Program		Selected locations across the municipality	2,020,000	1,717,000	-	-	303,000	-	2,020,000
<b>Total Footpaths</b>			<b>2,270,000</b>	<b>1,717,000</b>	<b>-</b>	<b>-</b>	<b>553,000</b>	<b>-</b>	<b>2,270,000</b>
<b>Drainage</b>									
Drainage Renewal and Upgrade Program		Selected locations across the municipality	3,641,400	910,350	2,731,050	-	-	-	3,641,400
<b>Total Drainage</b>			<b>3,641,400</b>	<b>910,350</b>	<b>2,731,050</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,641,400</b>
<b>Open Space and Recreation</b>									
Carnegie Sports Precinct Redevelopment - Swim Centre	Detail design and documentation of Council's adopted concept.	Carnegie Swim Centre	345,000	-	-	345,000	-	-	345,000
Bicycle Strategy Implementation	Installation of additional bicycle repair stands at various locations	Various locations	25,000	-	-	-	25,000	-	25,000
Street Tree Planting Program in Narrow Nature strips	Program to plant vacant sites in various nominated streets	Various	480,000	240,000	240,000	-	-	-	480,000
Major Playground Redevelopment - Construction	Multipurpose sports court development - stage 2 works in endorsed master plan.	Harleston Park	155,000	-	-	-	155,000	-	155,000
Open Space Strategy Implementation - Landscape - Design	Continue the implementation of OSS actions for the detail design of landscape enhancements at various reserves.	Spring Road Reserve, Caulfield South; Hopetoun Gardens, Elsternwick; Lirewwa Grove, Caulfield	263,380	-	263,380	-	-	-	263,380

2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM									
Capital Works Project Listing									
Project Title	Project Description	Location	2018-19 Budget Amount \$	Asset expenditure types				Funding Sources	
				Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
Open Space Strategy Implementation - Landscape - Construction	Continue the implementation of OSS actions for the construction of landscape enhancements at various reserves.	Moorleigh Village	230,000	-	230,000	-	-	100,000	130,000
Open Space Strategy Implementation - Landscape - Construction	Continue the implementation of OSS actions for the construction of landscape enhancements at various reserves. This project is for the construction of the dog agility park.	Cauffield Racecourse (The Wedge)	354,500	-	354,500	-	-	-	354,500
Open Space Strategy Implementation - Master plan Design	Review /update of the existing master plan. This includes detail design for the future installation of synthetic sportsgrounds as an innovative progression to improve use.	East Cauffield Reserve	92,000	-	92,000	-	-	-	92,000
Open Space Strategy Implementation- Master Plan Construction	Landscape enhancement works as per Master Plan including internal pathways, retaining walls shelters, seating, pathway lighting and fitness equipment.	Duncan Mackinnon Reserve	497,000	-	497,000	-	-	-	497,000
Open Space Strategy Implementation - Master plan Design	Refresh of Boyd Park master plan following LXRA works and Melbourne Water, water main upgrade project.	Boyd Park	115,000	-	115,000	-	-	-	115,000
Major Playground Redevelopment - Design	Design of new multi use sports area at Benteigh Hodgson Reserve including basketball/netball facilities, tennis hit up walls; table tennis, climbing frame, bouldering wall in line with the master plan.	Hodgson Reserve	103,500	-	103,500	-	-	-	103,500
Open Space Strategy Implementation - New Open Space	Design works for new Open Space Implementation Projects		172,500	-	-	-	172,500	-	172,500
Plinth Kerbing	Install plinth kerbing to the western end of Marara Road Reserve. This will complete and complement the plinth kerbing installed along the eastern end of Marara Road Reserve in 2017-18.	Marara Road Reserve	86,250	-	-	-	86,250	-	86,250
Cricket Nets - New	This project is to install a third cricket net on the existing net facility at Mackie Road Reserve. The existing cricket facility has only two nets and does not meet the need and growth of tenant sports clubs.	Mackie Road Reserve	51,750	-	-	51,750	-	-	51,750
Cricket Wicket Upgrade - Turf	Upgrading turf cricket wicket table and oval sub-surface drainage.	Benteigh Reserve	361,000	-	361,000	-	-	-	361,000
Park Furniture - New	To upgrade and/or provide new park furniture located within Glen Eira parks and reserves. This program replaces aged park furniture and also responds to changes in community needs to ensure furniture is functional, modern and meets the requirements of the park/reserve. This may include installation of new seating, drink fountains, lighting etc.	Across Municipality	150,000	-	75,000	-	75,000	-	150,000
Major Playground Redevelopment - Construction	This project further enhances the play space at McKinnon Reserve with the installation of informal recreation activities.	McKinnon Reserve	181,000	-	-	-	181,000	-	181,000
Open Space Strategy Implementation - Master Plan Construction	Design and construction of car parking in line with council's endorsed master plan at EE Gunn Reserve.	Foch Street, EE Gunn Reserve	1,155,400	-	1,155,400	-	-	-	1,155,400
Open Space Strategy Initiatives-Better Open Spaces (Master Plan)	Construction of a cricket and baseball training facility at the southern end of EE Gunn Reserve to increase sporting participation, particularly junior and female teams.	EE Gunn Reserve	293,000				293,000	80,000	213,000
Sportsground Lighting Upgrade	Upgrade of sportsground lighting	Benteigh Reserve, McKinnon Reserve, Bailey Reserve (subject to 2018-2019 The World Game Facilities funding)	930,000	-	350,000	-	580,000	475,000	455,000

2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM									
Capital Works Project Listing									
Project Title	Project Description	Location	2018-19 Budget Amount \$	Asset expenditure types				Funding Sources	
				Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
Memorial for Holocaust Survivors	At the Council meeting of 4 July 2017 it was resolved to prepare a report to establish and fund a permanent memorial structure in the Caulfield-Elsternwick area for victims and survivors of the Holocaust. An initiative to celebrate the lives of those who survived and their contribution to Australia.	Caulfield / Elsternwick Area	100,000	-	-	-	100,000	-	100,000
Park Lighting Upgrade	Install park lights with energy efficient lighting.	Caulfield Park; EE Gunn Reserve	270,000	-	-	-	270,000	-	270,000
Integrated Water Management Feasibility Study	To undertake a feasibility study at Caulfield Park Oval 1 to identify the most efficient and cost effective way to improve the quality and integrity of the sports field surface and explore opportunities for storm water harvesting, address flood risk mitigation and investigate options on how water can be captured on site and then repurposed in the western end and through the lake.	Caulfield Park	92,000	-	92,000	-	-	-	92,000
Park Bin Enclosures Upgrade	Replacing single unit bins with 3 double enclosures to include a recycling bin. Bin surround and foundation slabs.	Allnut Park	31,000	-	-	-	31,000	-	31,000
Park Bin Enclosures Upgrade	Replacing single unit bins with 6 double enclosures to include a recycling bin. Bin surround only.	Princes Park	38,000	-	-	-	38,000	-	38,000
Garden Bed Renewal	Replace garden bed edging; refurbish existing garden beds; replacement of plants.	Across Municipality	95,000	95,000	-	-	-	-	95,000
Synthetic Cricket Wicket Renewal	Replace 2 under sized wickets to meet standard dimensions to ensure safe playing surfaces.	McKinnon Reserve	65,000	-	65,000	-	-	-	65,000
Irrigation Upgrade	Replace drip irrigation with above ground sprinklers.	Centenary Park Oval 1	100,000	100,000	-	-	-	-	100,000
Park Footpath Renewal	Renewal of granular paths in parks and reserves.	East Caulfield; Caulfield; Joyce Park, Ormond	50,000	50,000	-	-	-	-	50,000
Playground Renewal- Rubber Surface	Renewal of safety surface under play equipment.	Gardenvale, Victory, Centenary Parks	50,000	50,000	-	-	-	-	50,000
Park Soil Stabilisation Upgrade	Levelling surfaces in parks and reserves around paths and park assets to reduce trip hazards.	Various Locations around the Municipality	40,000	40,000	-	-	-	-	40,000
Park Shelter Renewal	Replacement of shelter.	East Caulfield Park	55,000	55,000	-	-	-	-	55,000
Park Furniture Renewal	Replacement of aged, unsafe and damaged park furniture.	Various Locations around the Municipality	125,000	125,000	-	-	-	-	125,000
Park Perimeter Fence Renewal	Along East Boundary road, south of new skate park.	Bailey Reserve	50,000	50,000	-	-	-	-	50,000
Synthetic Cricket Wicket Surface Renewal	Replace various synthetic wickets that have reached the end of service life.	Koonang Park	50,000	50,000	-	-	-	-	50,000
Goal Posts Renewal	Replacement of senior AFL football goal posts to conform to new rule changes	EE Gunn Reserve, Caulfield South; McKinnon Reserve, McKinnon; Princes Park, Caulfield South	125,000	-	-	-	125,000	-	125,000
Synthetic Cricket Wicket Covers Renewal	Provide safe synthetic cricket net wickets and sporting facilities within the municipality.	King George Reserve, Lord Reserve, East Caulfield Reserve	50,000	50,000	-	-	-	-	50,000

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Capital Works Project Listing									
Project Title	Project Description	Location	2018-19 Budget Amount \$	Asset expenditure types				Funding Sources	
				Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
Minor Playground Upgrade and Renewal	Replacement of play equipment.	Dega Avenue, Bentleigh East; Wattle Grove Reserve, McKinnon; Gardenvale Park, Gardenvale	350,000	-	350,000	-	-	-	350,000
Sportsground Lighting Renewal	To address defects, dilapidation and maintenance issues associated with sportsground lighting across parks & reserves based on the lighting pole inspection report undertaken in Feb 17	Caulfield Park, Caulfield North; Duncan Mackinnon Reserve, Murrumbeena, East Caulfield Reserve, Caulfield East; EE Gunn Reserve, Ormond; Glen Huntly Reserve, Caulfield East; Lord Reserve, Carnegie; Mackie Road Reserve, Bentleigh East; McKinnon Reserve, McKinnon; Moorleigh Reserve, Bentleigh East; Packer Park, Carnegie	230,000	184,000	46,000	-	-	-	230,000
<b>Total Open Space and Recreation</b>			<b>8,007,280</b>	<b>1,089,000</b>	<b>4,389,780</b>	<b>396,750</b>	<b>2,131,750</b>	<b>655,000</b>	<b>7,352,280</b>
<b>Car Parks</b>									
Car Park Renewal Program		Corner of Orrong Road & Stanley Street, Elsternwick; Carnegie Library & Community Centre Car Park, Carnegie; 2-8 Heather Street, Bentleigh.	400,000	320,000	80,000	-	-	-	400,000
<b>Total Car Parks</b>			<b>400,000</b>	<b>320,000</b>	<b>80,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400,000</b>
<b>Streetscape Works</b>									
Activity Centre Streetscape Minor Upgrades	Renewal and upgrade of streetscape in Murrumbeena Activity Centre in Neerim road including street furniture, paving, landscaping and signage upgrades.	Neerim Road	750,000	525,000	75,000	-	150,000	-	750,000
Activity Centre Streetscape Upgrades & Minor Renewal Works	Renewal and upgrade in medium and small shopping centres including street furniture, paving, landscaping and signage upgrades - Design.	Poath Road	150,000	105,000	15,000	-	30,000	-	150,000
Activity Centre Streetscape Upgrades & Minor Renewal Works	Renewal and upgrade of gateway signage in medium and small shopping centres - Implementation.	Various Locations around the Municipality	100,000	-	-	-	100,000	-	100,000
Caulfield to Dandenong Rail Corridor Open Space Upgrade	Reconstruct, renew and refresh council managed areas or council assets that have been impacted by the LXRA project. These areas were not included in the State Government project zone.	Lorne St & Girdwood Avenue	10,000	-	10,000	-	-	-	10,000
Caulfield to Dandenong Rail Corridor Open Space Upgrade	Reconstruct, renew and refresh public areas or council assets that have been impacted by the LXRA project. These areas were not included in the State Government project zone. This project is to design the pedestrian and cyclist shared user path.	Caulfield East Reserve	100,000	-	-	-	100,000	-	100,000
Caulfield to Dandenong Rail Corridor Open Space Upgrade	Reconstruct, renew and refresh public areas or council assets that have been impacted by the LXRA project. These areas were not included in the State Government project zone. This project is to protect and improve native vegetation areas.	Boyd Park	10,000	4,000	4,000	-	2,000	-	10,000
Caulfield to Dandenong Rail Corridor Open Space Upgrade	Reconstruct, renew and refresh public areas or council assets that have been impacted by the LXRA project. These areas were not included in the State Government project zone. This project is for minor streetscape reinstatements along the corridor.	Various Locations around the Municipality	80,000	80,000	-	-	-	-	80,000

2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM									
Capital Works Project Listing									
Project Title	Project Description	Location	2018-19 Budget Amount \$	Asset expenditure types				Funding Sources	
				Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
Elsternwick Structure Plan	Design of public spaces as endorsed in the Elsternwick structure plans.	Selwyn Street & Gordon Street	50,000	25,000	5,000	-	20,000	-	50,000
Elsternwick Structure Plan	Feasibility and concept for a new community hub.	Staniland Grove	50,000	-	-	-	50,000	-	50,000
Elsternwick Structure Plan	Delivery of council capital works for public spaces as endorsed in the Elsternwick structure plans - Design.	Carre Street	50,000	7,500	7,500	-	35,000	-	50,000
Elsternwick Structure Plan	Delivery of council capital works for public spaces as endorsed in the Elsternwick structure plans - Design.	Stanley Street (east)	50,000	-	-	-	50,000	-	50,000
Carnegie Structure Plan	Design & Activation of public spaces as endorsed in the Carnegie structure plans.	Neerim Road (including some of Shepparson Avenue Car Park & Laneway)	300,000	-	-	-	300,000	-	300,000
Carnegie Structure Plan	Feasibility and design of public spaces as endorsed in the Carnegie structure plans.	Carnegie Library Car Park (Shepparson Avenue Market Development)	50,000	-	10,000	-	40,000	-	50,000
Carnegie Structure Plan	Concept and detailed design of public spaces as endorsed in the Carnegie structure plans.	Koonang Road including Morton Avenue & Egan Street	150,000	75,000	37,500	-	37,500	-	150,000
Carnegie Structure Plan	Concept design of public spaces as endorsed in the Carnegie structure plans.	Kokaribb Road Park	20,000	-	-	-	20,000	-	20,000
Bentleigh Structure Plan	Implementation of public spaces as endorsed in the Bentleigh structure plans.	Eat Street (Rotunda)	250,000	-	75,000	50,000	125,000	-	250,000
Bentleigh Structure Plan	Design of public spaces as endorsed in the Bentleigh structure plans.	Bentleigh Library- Jasper Avenue	100,000	-	80,000	20,000	-	-	100,000
Integrated Transport Strategy Implementation	Design of neighbourhood pilot.	Various Locations around the Municipality	200,000	-	40,000	-	160,000	-	200,000
Integrated Transport Strategy Implementation	Design of corridor pilot.	Various Locations around the Municipality	100,000	-	20,000	-	80,000	-	100,000
<b>Total Streetscape Works</b>			<b>2,570,000</b>	<b>821,500</b>	<b>379,000</b>	<b>70,000</b>	<b>1,299,500</b>	<b>-</b>	<b>2,570,000</b>
<b>Total Infrastructure</b>			<b>25,543,884</b>	<b>11,846,149</b>	<b>8,556,735</b>	<b>466,750</b>	<b>4,674,250</b>	<b>940,408</b>	<b>24,603,476</b>
<b>TOTAL NEW CAPITAL WORKS</b>			<b>39,004,722</b>	<b>17,445,492</b>	<b>12,522,415</b>	<b>758,755</b>	<b>8,278,060</b>	<b>1,315,408</b>	<b>37,689,314</b>

## Appendix C – New Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2018-19 year.

The Capital Works Program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

# 2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM

## Capital Works Project Listing

Project Title	Project Description	Location	Suburb	2018-19 Budget Amount (\$)	External Funding (\$)	Cost to Council (\$)	Renewal (\$)	Upgrade (\$)	Expansion (\$)	New (\$)
<b>Major Projects</b>										
Carnegie Sports Precinct Redevelopment - Swim Centre	Detail design and documentation of Council's adopted concept.	Carnegie Swim Centre	Carnegie	345,000	-	345,000	-	-	345,000	-
Carnegie Sports Precinct Redevelopment - Pavilions	Detail design and documentation of pavilions at Lord Reserve (merge Hex and cream brick pavilions).	Lord Reserve Pavilion	Carnegie	192,000	-	192,000	-	-	-	192,000
Carnegie Sports Precinct Redevelopment - Pavilions	Detail design and documentation of Council's adopted master plan concept.	Koonang Park Pavilion	Carnegie	192,000	-	192,000	-	-	-	192,000
Carnegie Sports Precinct Redevelopment - Master Plan	Detail design of landscape and sportsgrounds in master plan.	Lord Reserve/ Koonang Park	Carnegie	345,000	-	345,000	-	-	-	345,000
Pavilion Construction	Continuation of construction of the pavilion upgrade including female friendly change.	King George VI Reserve Pavilion (R.P McHutchinson)	Bentleigh East	1,071,000	275,000	796,000	-	-	-	1,071,000
Forward Design - Pavilion	Site survey and development of a schematic design/concept and preliminary costing for a new pavilion including car park and landscaping.	Murrumbena Park Pavilion	Murrumbena	616,565	-	616,565	-	-	-	616,565
<b>Total Major Projects</b>				<b>2,761,565</b>	<b>275,000</b>	<b>2,486,565</b>	<b>-</b>	<b>-</b>	<b>345,000</b>	<b>2,416,565</b>
<b>Strategic Projects</b>										
Activity Centre Streetscape Minor Upgrades	Renewal and upgrade of streetscape in Murrumbena Activity Centre in Neerim road including street furniture, paving, landscaping and signage upgrades.	Neerim Road	Murrumbena	750,000	-	750,000	525,000	75,000	-	150,000
Activity Centre Streetscape Upgrades & Minor Renewal Works	Renewal and upgrade in medium and small shopping centres including street furniture, paving, landscaping and signage upgrades - Design.	Poath Road	Hughesdale	150,000	-	150,000	105,000	15,000	-	30,000
Activity Centre Streetscape Upgrades & Minor Renewal Works	Renewal and upgrade of gateway signage in medium and small shopping centres - Implementation.	Various Locations around the Municipality		100,000	-	100,000	-	-	-	100,000
Caulfield to Dandenong Rail Corridor Open Space Upgrade	Reconstruct, renew and refresh council managed areas or council assets that have been impacted by the LXRA project. These areas were not included in the State Government project zone.	Lorne St & Girdwood Avenue	Caulfield East	10,000	-	10,000	-	10,000	-	-
Caulfield to Dandenong Rail Corridor Open Space Upgrade	Reconstruct, renew and refresh public areas or council assets that have been impacted by the LXRA project. These areas were not included in the State Government project zone. This project is to design the pedestrian and cyclist shared user path.	Caulfield East Reserve	Caulfield East	100,000	-	100,000	-	-	-	100,000
Caulfield to Dandenong Rail Corridor Open Space Upgrade	Reconstruct, renew and refresh public areas or council assets that have been impacted by the LXRA project. These areas were not included in the State Government project zone. This project is to protect and improve native vegetation areas.	Boyd Park	Murrumbena	10,000	-	10,000	4,000	4,000	-	2,000

## 2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM

### Capital Works Project Listing

Project Title	Project Description	Location	Suburb	2018-19 Budget Amount (\$)	External Funding (\$)	Cost to Council (\$)	Renewal (\$)	Upgrade (\$)	Expansion (\$)	New (\$)
Caulfield to Dandenong Rail Corridor Open Space Upgrade	Reconstruct, renew and refresh public areas or council assets that have been impacted by the LXRA project. These areas were not included in the State Government project zone. This project is for minor streetscape reinstatements along the corridor.	Various Locations around the Municipality		80,000	-	80,000	80,000	-	-	-
Elsternwick Structure Plan	Design of public spaces as endorsed in the Elsternwick structure plans.	Selwyn Street & Gordon Street	Elsternwick	50,000	-	50,000	25,000	5,000	-	20,000
Elsternwick Structure Plan	Feasibility and concept for a new community hub.	Staniland Grove	Elsternwick	50,000	-	50,000	-	-	-	50,000
Elsternwick Structure Plan	Delivery of council capital works for public spaces as endorsed in the Elsternwick structure plans - Design.	Carre Street	Elsternwick	50,000	-	50,000	7,500	7,500	-	35,000
Elsternwick Structure Plan	Delivery of council capital works for public spaces as endorsed in the Elsternwick structure plans - Design.	Stanley Street (east)	Elsternwick	50,000	-	50,000	-	-	-	50,000
Carnegie Structure Plan	Design & Activation of public spaces as endorsed in the Carnegie structure plans.	Neerim Road (including some of Shepparson Avenue Car Park & Laneway)	Carnegie	300,000	-	300,000	-	-	-	300,000
Carnegie Structure Plan	Feasibility and design of public spaces as endorsed in the Carnegie structure plans.	Carnegie Library Car Park (Shepparson Avenue Market Development)	Carnegie	50,000	-	50,000	-	10,000	-	40,000
Carnegie Structure Plan	Concept and detailed design of public spaces as endorsed in the Carnegie structure plans.	Koomang Road including Morton Avenue & Egan Street	Carnegie	150,000	-	150,000	75,000	37,500	-	37,500
Carnegie Structure Plan	Concept design of public spaces as endorsed in the Carnegie structure plans.	Kokaribb Road Park	Carnegie	20,000	-	20,000	-	-	-	20,000
Bentleigh Structure Plan	Implementation of public spaces as endorsed in the Bentleigh structure plans.	Est Street (Rotunda)	Bentleigh	250,000	-	250,000	-	75,000	50,000	125,000
Bentleigh Structure Plan	Design of public spaces as endorsed in the Bentleigh structure plans.	Bentleigh Library- Jasper Avenue	Bentleigh	100,000	-	100,000	-	80,000	20,000	-
Integrated Transport Strategy Implementation	Design of neighbourhood pilot.	Various Locations around the Municipality		200,000	-	200,000	-	40,000	-	160,000
Integrated Transport Strategy Implementation	Design of corridor pilot.	Various Locations around the Municipality		100,000	-	100,000	-	20,000	-	80,000
Online Enhancements	Improve online enhancement to enable seamless transactions by community; Procure additional modules for corporate performance reporting system; Review payment channel consolidation; Website enhancements in order to improve council's online presence.	Town Hall	Caulfield	300,000	-	300,000	-	-	-	300,000
<b>Total Strategic Projects</b>				<b>2,870,000</b>	<b>-</b>	<b>2,870,000</b>	<b>821,500</b>	<b>379,000</b>	<b>70,000</b>	<b>1,599,500</b>

# 2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM

## Capital Works Project Listing

Project Title	Project Description	Location	Suburb	2018-19 Budget Amount (\$)	External Funding (\$)	Cost to Council (\$)	Renewal (\$)	Upgrade (\$)	Expansion (\$)	New (\$)
<b>Portfolios- Community Facilities</b>										
Community Garden	Develop a pop up community garden with a focus on building connections across the community. The project will focus on collaborating with the community to plan and scope design options, establish a community management arrangement and create a garden.	Moorleigh Village	Bentleigh East	65,000	-	65,000	-	65,000	-	-
Community Shed - Design	Engage with the community to plan and design a community shed in the City of Glen Eira.	Moorleigh Village	Bentleigh East	50,000	-	50,000	-	-	-	50,000
Furniture & Equipment Upgrade	Replace old furniture and equipment to be modern and lightweight to promote safety and independence of residents using the centre.	Across Senior Citizen's centres		60,000	-	60,000	60,000	-	-	-
GESAC Defect Rectification Program	Completing the 5 year program. 18/19 will be the last year.	GESAC	Bentleigh East	225,000	-	225,000	-	225,000	-	-
Forward Design - Pavilion	Site survey and development of a schematic design/concept and preliminary costing for a new pavilion which will also service GESAC outdoor change room.	Bailey Reserve Soccer/ Cricket Pavilion	Bentleigh East	15,000	-	15,000	-	-	-	15,000
Forward Design - Pavilion	Development of a schematic design/concept and preliminary costing for a standard model for a 4 change room pavilion which can be adapted to a 2 or 6 change room model.	Caulfield Park (Grey Brick) & Mackie Road Reserve	Caulfield North & Bentleigh East	30,000	-	30,000	-	-	-	30,000
Public Toilet New	Provision of public toilets in accordance with the public toilet strategy 2015.	McKinnon Reserve	McKinnon	431,250	-	431,250	-	-	-	431,250
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	Parks Depot office	Caulfield North	28,000	-	28,000	-	28,000	-	-
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	King George Reserve Pavilion	Bentleigh East	23,000	-	23,000	-	23,000	-	-
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	Glen Works Depot	Moorabbin	28,000	-	28,000	-	28,000	-	-
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	Victory Park Pavilion	Bentleigh	13,000	-	13,000	-	13,000	-	-
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	Bailey Reserve Pavilion	Bentleigh East	13,000	-	13,000	-	13,000	-	-
Security - Buildings - Upgrade	To update security access including swipe cards, alarms and CCTV in some locations.	Caulfield Park Pavilion	Caulfield North	13,000	-	13,000	-	13,000	-	-
Town Hall Internal Areas - Upgrade	Refurbishment of areas on ground floor, Level 1 & 3 and Customer Service areas.	Town Hall	Caulfield	1,144,000	-	1,144,000	-	1,144,000	-	-
GESAC - Outdoor Gym Area Shade Sails	Shade sails for outside gym area on first floor.	GESAC - First Floor out side the group fitness area	Bentleigh East	47,000	-	47,000	-	-	-	47,000
Library Upgrade	Soundproofing the children's area.	Carnegie Library	Carnegie	47,000	-	47,000	-	47,000	-	-
Glen Eira Leisure - Upgrade 24 hour access (feasibility review)	To enable 24 hour access in future to GESAC gym and Caulfield Recreation Centre. This included new scanners, CCTV system upgrades, tail gate system and panic buttons.	GESAC & CRC	Bentleigh East & Caulfield South	65,000	-	65,000	-	32,500	-	32,500



# 2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM

## Capital Works Project Listing

Project Title	Project Description	Location	Suburb	2018-19 Budget Amount (\$)	External Funding (\$)	Cost to Council (\$)	Renewal (\$)	Upgrade (\$)	Expansion (\$)	New (\$)
Female Friendly Pavilion Upgrade Program	\$100k SRV funding approved for McKinnon Reserve Pavilion.	McKinnon Reserve; Victory Park (Design only)	McKinnon/Bentleigh	315,000	100,000	215,000	-	315,000	-	-
Early Learning Centre Upgrade	Update external entrance including relocating the gate to open away from Shepperson Avenue; extend shade sail over sand pit to ensure sun protection throughout the day.	Carnegie Children's Multi-purpose facility	Carnegie	17,250	-	17,250	-	17,250	-	-
Maternal and Child Health Centre Upgrade	To improve storage to house resources and equipment needed to support families experiencing early parenting difficulties.	Glen Huntly MCH	Glenhuntly	17,250	-	17,250	17,250	-	-	-
Kindergarten Upgrade	Extending windows to the ground to improve supervision, usability and accessibility.	Caulfield South Kinder	Caulfield South	34,500	-	34,500	-	34,500	-	-
<b>Total Portfolios- Community Facilities</b>				<b>2,681,250</b>	<b>100,000</b>	<b>2,581,250</b>	<b>77,250</b>	<b>1,998,250</b>	<b>-</b>	<b>605,750</b>
<b>Portfolios- Community Safety</b>										
New Footpath Program	Construct a number of new footpaths creating connections where there are currently no footpaths. The locations will be prioritised across the city based on: • Significance • Number of properties • Current Usage • Footpath continuation • Missing footpaths on one side • Traffic volume Other: • Resident requests • Walking strategy action plan	Various Locations across the Municipality		250,000	-	250,000	-	-	-	250,000
Cross Intersection Safety Upgrade	Speed humps on 2 approaches.	Intersection of Leslie and Meaney Street	Elsternwick	20,000	-	20,000	-	-	-	20,000
Pedestrian Safety Upgrade	Pedestrian refuge island design and construction.	Tucker Road (between North Road and McKinnon Road) near McKinnon Primary	McKinnon	80,000	-	80,000	-	-	-	80,000
Pedestrian Safety Upgrade	Reduced speed limits to 40km/hr - design, consultation & approvals.	Tucker Road (between North road and McKinnon Road) near McKinnon Primary	McKinnon	20,000	-	20,000	-	-	-	20,000
Pedestrian Safety Upgrade	Pedestrian operated signals	Kooyong Road, Elsternwick (In the vicinity of Carlingford Street)	Elsternwick	15,000	-	15,000	-	-	-	15,000
Residential Street Safety Upgrade	Speed humps, Splitter islands	Hobart Road, Murrumbeena	Murrumbeena	80,000	-	80,000	-	-	-	80,000
Residential Street Safety Upgrade	Raised pavement intersection threshold treatments	Intersections of Murrumbeena Road at Brisbane, Perth, Adelaide, Sydney and Melbourne Streets	Murrumbeena	150,000	-	150,000	-	-	-	150,000
Residential Street Safety Upgrade	Raised pavement intersection threshold treatments	Intersections of Neerim Road at Tuckett and Short Streets	Murrumbeena	60,000	-	60,000	-	-	-	60,000
Safer Access to Open Space Upgrade	Redesign & reconstruction of roundabouts to improve safety	Sussex and Dover Street	Caulfield South	160,000	-	160,000	-	-	-	160,000
Shopping Centre Safety Upgrade	Speed hump / traffic calming treatments.	Various laneways and car parks in shopping centres		10,000	-	10,000	-	-	-	10,000

# 2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM

## Capital Works Project Listing

Project Title	Project Description	Location	Suburb	2018-19 Budget Amount (\$)	External Funding (\$)	Cost to Council (\$)	Renewal (\$)	Upgrade (\$)	Expansion (\$)	New (\$)
Shopping Centre Safety Upgrade	Pedestrian refuge islands	McKinnon Shopping Centre	McKinnon	30,000	-	30,000	-	-	-	30,000
School Safety Upgrade	Pedestrian refuge / splitter island	Garden Avenue, Glen Huntly	Glenhuntly	25,000	-	25,000	-	-	-	25,000
Blackspot Program Upgrade	Redesign and construct roundabout to improve safety.	Koomang Road & Oakleigh Road Roundabout; Koomang Road & Leila Road Roundabout - Carnegie	Carnegie	40,000	-	40,000	-	-	-	40,000
Bicycle Strategy Implementation	Installation of additional bicycle repair stands at various locations	Various locations		25,000	-	25,000	-	-	-	25,000
<b>Total Portfolios- Community Safety</b>				<b>965,000</b>	<b>-</b>	<b>965,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>965,000</b>
<b>Portfolios- Recreation &amp; Open Space</b>										
Street Tree Planting Program in Narrow Nature strips	Program to plant vacant sites in various nominated streets	Various	Various	480,000	-	480,000	240,000	240,000	-	-
Major Playground Redevelopment - Construction	Multipurpose sports court development - stage 2 works in endorsed master plan.	Harleston Park	Elsternwick	155,000	-	155,000	-	-	-	155,000
Open Space Strategy Implementation - Landscape - Design	Continue the implementation of OSS actions for the detail design of landscape enhancements at various reserves.	Spring Road Reserve, Caulfield South; Hopetoun Gardens, Elsternwick; Lirewva Grove, Caulfield		263,380	-	263,380	-	263,380	-	-
Open Space Strategy Implementation - Landscape - Construction	Continue the implementation of OSS actions for the construction of landscape enhancements at various reserves.	Moorleigh Village	Bentleigh East	230,000	100,000	130,000	-	230,000	-	-
Open Space Strategy Implementation - Landscape - Construction	Continue the implementation of OSS actions for the construction of landscape enhancements at various reserves. This project is for the construction of the dog agility park.	Caulfield Racecourse (The Wedge)	Caulfield East	354,500	-	354,500	-	354,500	-	-
Open Space Strategy Implementation - Master plan Design	Review /update of the existing master plan. This includes detail design for the future installation of synthetic sportsgrounds as an innovative progression to improve use.	East Caulfield Reserve	East Caulfield	92,000	-	92,000	-	92,000	-	-
Open Space Strategy Implementation- Master Plan Construction	Landscape enhancement works as per Master Plan including internal pathways, retaining walls shelters, seating, pathway lighting and fitness equipment.	Duncan Mackinnon Reserve	Murrumbeena	497,000	-	497,000	-	497,000	-	-
Open Space Strategy Implementation - Master plan Design	Refresh of Boyd Park master plan following LXRA works and Melbourne Water, water main upgrade project.	Boyd Park	Murrumbeena	115,000	-	115,000	-	115,000	-	-
Major Playground Redevelopment - Design	Design of new multi use sports area at Bentleigh Hodgson Reserve including basketball/netball facilities, tennis hit up walls; table tennis, climbing frame, bouldering wall in line with the master plan.	Hodgson Reserve	Bentleigh	103,500	-	103,500	-	103,500	-	-
Open Space Strategy Implementation - New Open Space	Design works for new Open Space Implementation Projects			172,500	-	172,500	-	-	-	172,500
Plinth Kerbing	Install plinth kerbing to the western end of Marara Road Reserve. This will complete and complement the plinth kerbing installed along the eastern end of Marara Road Reserve in 2017-18.	Marara Road Reserve	Caulfield South	86,250	-	86,250	-	-	-	86,250

# 2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM

## Capital Works Project Listing

Project Title	Project Description	Location	Suburb	2018-19 Budget Amount (\$)	External Funding (\$)	Cost to Council (\$)	Renewal (\$)	Upgrade (\$)	Expansion (\$)	New (\$)
Cricket Nets - New	This project is to install a third cricket net on the existing net facility at Mackie Road Reserve. The existing cricket facility has only two nets and does not meet the need and growth of tenant sports clubs.	Mackie Road Reserve	Bentleigh East	51,750	-	51,750	-	-	51,750	-
Cricket Wicket Upgrade - Turf	Upgrading turf cricket wicket table and oval sub-surface drainage.	Bentleigh Reserve	Bentleigh	361,000	-	361,000	-	361,000	-	-
Park Furniture - New	To upgrade and/or provide new park furniture located within Glen Eira parks and reserves. This program replaces aged park furniture and also responds to changes in community needs to ensure furniture is functional, modern and meets the requirements of the park/reserve. This may include installation of new seating, drink fountains, lighting etc.	Across Municipality		150,000	-	150,000	-	75,000	-	75,000
Major Playground Redevelopment - Construction	This project further enhances the play space at McKinnon Reserve with the installation of informal recreation activities.	McKinnon Reserve	McKinnon	181,000	-	181,000	-	-	-	181,000
Open Space Strategy Implementation - Master Plan Construction	Design and construction of car parking in line with council's endorsed master plan at EE Gunn Reserve.	Foch Street, EE Gunn Reserve	Ormond	1,155,400	-	1,155,400	-	1,155,400	-	-
Leila Road outdoor Landscaping Space Upgrade	To complete the refurbishment of the outdoor space to create an improved accessible area .	Leila Rd	Carnegie	112,500	-	112,500	-	112,500	-	-
Plant and Equipment Upgrade	Improvements to the water play filtration plant to maintain water quality and comply with best practices.	Booran Reserve	Glen Huntly	65,100	-	65,100	-	-	35,805	29,295
Maintenance Storage - New	Installation of a new shed to house plant and equipment for maintenance operations.	Booran Reserve	Glen Huntly	70,000	-	70,000	-	-	-	70,000
Open Space Strategy Initiatives-Better Open Spaces (Master Plan)	Construction of a cricket and baseball training facility at the southern end of EE Gunn Reserve to increase sporting participation, particularly junior and female teams.	EE Gunn Reserve	Ormond	293,000	80,000	213,000				293,000
Sportsground Lighting Upgrade	Upgrade of sportsground lighting	Bentleigh Reserve, McKinnon Reserve, Bailey Reserve (subject to 2018-2019 The World Game Facilities funding)		930,000	475,000	455,000	-	350,000	-	580,000
Memorial for Holocaust Survivors	At the Council meeting of 4 July 2017 it was resolved to prepare a report to establish and fund a permanent memorial structure in the Caulfield-Elsternwick area for victims and survivors of the Holocaust. An initiative to celebrate the lives of those who survived and their contribution to Australia.	Caulfield / Elsternwick Area	Caulfield/ Elsternwick	100,000	-	100,000	-	-	-	100,000
<b>Total Portfolios- Recreation &amp; Open Space</b>				<b>6,018,880</b>	<b>655,000</b>	<b>5,363,880</b>	<b>240,000</b>	<b>3,949,280</b>	<b>87,555</b>	<b>1,742,045</b>

# 2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM

## Capital Works Project Listing

Project Title	Project Description	Location	Suburb	2018-19 Budget Amount (\$)	External Funding (\$)	Cost to Council (\$)	Renewal (\$)	Upgrade (\$)	Expansion (\$)	New (\$)
<b>Portfolios- Sustainability</b>										
Street Lighting Upgrade	Stage 2: Replacement of major road lights that are managed and fully funded by council. To maximise energy efficiency and reduce greenhouse gas emissions.	Various Locations around the Municipality		1,370,000	-	1,370,000	1,370,000	-	-	-
Park Lighting Upgrade	Install park lights with energy efficient lighting.	Caulfield Park; EE Gunn Reserve	Caulfield/ Ormond	270,000	-	270,000	-	-	-	270,000
Integrated Water Management Feasibility Study	To undertake a feasibility study at Caulfield Park Oval 1 to identify the most efficient and cost effective way to improve the quality and integrity of the sports field surface and explore opportunities for storm water harvesting, address flood risk mitigation and investigate options on how water can be captured on site and then repurposed in the western end and through the lake.	Caulfield Park	Caulfield	92,000	-	92,000	-	92,000	-	-
Park Bin Enclosures Upgrade	Replacing single unit bins with 3 double enclosures to include a recycling bin. Bin surround and foundation slabs.	Allnut Park	McKinnon	31,000	-	31,000	-	-	-	31,000
Park Bin Enclosures Upgrade	Replacing single unit bins with 6 double enclosures to include a recycling bin. Bin surround only.	Princes Park	Caulfield South	38,000	-	38,000	-	-	-	38,000
Sustainability Initiatives - Buildings - Upgrade	Retrofit council buildings as per energy audits including PV panels installation and insulation. To reduce greenhouse gas emissions in line with the carbon emissions reduction plan.	GESAC, Benteigh East; Glen Works Depot, Moorabbin; Benteigh & Carnegie Library, Benteigh & Carnegie; Packer Park Pavilion, Carnegie; Caulfield Park Pavilion, Caulfield North; King George Reserve, Benteigh East; Moorleigh Village, Benteigh East; Carnegie Early Learning Centre, Carnegie		762,000	-	762,000	762,000	-	-	-
<b>Total Portfolios- Sustainability</b>				<b>2,563,000</b>	<b>-</b>	<b>2,563,000</b>	<b>2,132,000</b>	<b>92,000</b>	<b>-</b>	<b>339,000</b>
<b>Renewal</b>										
Furniture & Fittings	Upgrade and purchase of new furniture and fittings as required.	Various at Town Hall	Caulfield South	105,000	-	105,000	105,000	-	-	-
Fleet Management	Renewal of council's fleet including motor vehicles, small plant, trucks, mowers, rollers etc.	Including Plant and Equipment at Parks, Depot & Town Hall	Caulfield South	2,141,605	-	2,141,605	2,141,605	-	-	-
Corporate Information Management	Includes the following: - Renewing base infrastructure such as storage, servers, networking and end-user tools (desktops; laptops; tablets; monitors); - Application Integration – allows the inter-connectivity of current applications/systems; and - Defining and building the technology foundations to support the GETT program including service design reviewing the current state architecture and business applications.	All Council Offices		831,000	-	831,000	332,400	166,200	166,200	166,200
Residential Services - Minor Improvement	Refurbishment of the kitchenettes in house 6 at Warrawee; Refurbishment of house tea & coffee making facilities at Rosstown; Implement café area at Spurway for residents and relatives out of hours usage.	Rosstown Community; Warrawee Community; Spurway Community		90,000	-	90,000	90,000	-	-	-
Residential Services - Replacement of Furniture	Replacement of window furnishings – Resident rooms Rosstown; Replacement of outdoor furniture house 6 - Warrawee; Replacement of bedroom furniture - excluding beds Spurway.	Rosstown Community; Warrawee Community; Spurway Community		90,000	-	90,000	90,000	-	-	-

# 2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM

## Capital Works Project Listing

Project Title	Project Description	Location	Suburb	2018-19 Budget Amount (\$)	External Funding (\$)	Cost to Council (\$)	Renewal (\$)	Upgrade (\$)	Expansion (\$)	New (\$)
Residential Services - OHS upgrades	Residential Services OHS/No Lift to minimise risk to staff from manual handling- Replacement of beds, lifting machines, mobile chairs, wheelchairs.	Rosstown Community; Warrawee Community; Spurway Community		90,000	-	90,000	90,000	-	-	-
Purchase of Library Collections	Purchase of books, magazines, dvds, games, ebooks, emagazines and online subscription for the development and maintenance of the library collections.	Council library locations - Benteigh, Carnegie, Caulfield, Elsternwick		889,330	-	889,330	-	889,330	-	-
Road Reconstruction Program		Selected locations across the municipality		4,085,408	285,408	3,800,000	3,268,326	817,082	-	-
Drainage Renewal and Upgrade Program		Selected locations across the municipality		3,641,400	-	3,641,400	910,350	2,731,050	-	-
Footpath Program		Selected locations across the municipality		2,020,000	-	2,020,000	1,717,000	-	-	303,000
Local Road Resurfacing Program		Selected locations across the municipality		1,500,000	-	1,500,000	1,500,000	-	-	-
Right of Way Renewal Program		Selected locations across the municipality		343,332	-	343,332	291,832	51,500	-	-
Kerb and Channel Renewal Program		Various locations across the municipality		166,464	-	166,464	158,141	8,323	-	-
Local Area Traffic Management Renewal	Rubber cushions, Speed humps, Splitter islands.	Various locations across the municipality		420,000	-	420,000	336,000	84,000	-	-
Local Area Traffic Management Renewal	Roundabout renewal.	Orrong Rd and Riddell Parade	Elsternwick	80,000	-	80,000	64,000	16,000	-	-
Car Park Renewal Program		Corner of Orrong Road & Stanley Street, Elsternwick; Carnegie Library & Community Centre Car Park, Carnegie; 2-8 Heather Street, Benteigh.		400,000	-	400,000	320,000	80,000	-	-
Garden Bed Renewal	Replace garden bed edging; refurbish existing garden beds; replacement of plants.	Across Municipality		95,000	-	95,000	95,000	-	-	-
Synthetic Cricket Wicket Renewal	Replace 2 under sized wickets to meet standard dimensions to ensure safe playing surfaces.	McKinnon Reserve	McKinnon	65,000	-	65,000	-	65,000	-	-
Irrigation Upgrade	Replace drip irrigation with above ground sprinklers.	Centenary Park Oval 1	Benteigh East	100,000	-	100,000	100,000	-	-	-
Park Footpath Renewal	Renewal of granular paths in parks and reserves.	East Caulfield; Caulfield; Joyce Park, Ormond		50,000	-	50,000	50,000	-	-	-
Playground Renewal- Rubber Surface	Renewal of safety surface under play equipment.	Gardenvale, Victory, Centenary Parks		50,000	-	50,000	50,000	-	-	-
Park Soil Stabilisation Upgrade	Levelling surfaces in parks and reserves around paths and park assets to reduce trip hazards.	Various Locations around the Municipality		40,000	-	40,000	40,000	-	-	-
Park Shelter Renewal	Replacement of shelter.	East Caulfield Park	Caulfield East	55,000	-	55,000	55,000	-	-	-
Park Furniture Renewal	Replacement of aged, unsafe and damaged park furniture.	Various Locations around the Municipality		125,000	-	125,000	125,000	-	-	-

# 2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM

## Capital Works Project Listing

Project Title	Project Description	Location	Suburb	2018-19 Budget Amount (\$)	External Funding (\$)	Cost to Council (\$)	Renewal (\$)	Upgrade (\$)	Expansion (\$)	New (\$)
Park Perimeter Fence Renewal	Along East Boundary road, south of new skate park.	Bailey Reserve	Bentleigh East	50,000	-	50,000	50,000	-	-	-
Synthetic Cricket Wicket Surface Renewal	Replace various synthetic wickets that have reached the end of service life.	Koomang Park	Carnegie	50,000	-	50,000	50,000	-	-	-
Goal Posts Renewal	Replacement of senior AFL football goal posts to conform to new rule changes	EE Gunn Reserve, Caulfield South; McKinnon Reserve, McKinnon; Princes Park, Caulfield South		125,000	-	125,000	-	-	-	125,000
Synthetic Cricket Wicket Covers Renewal	Provide safe synthetic cricket net wickets and sporting facilities within the municipality.	King George Reserve, Lord Reserve, East Caulfield Reserve		50,000	-	50,000	50,000	-	-	-
Minor Playground Upgrade and Renewal	Replacement of play equipment.	Dega Avenue, Bentleigh East; Wattle Grove Reserve, McKinnon; Gardenvale Park, Gardenvale		350,000	-	350,000	-	350,000	-	-
Sportsground Lighting Renewal	To address defects, dilapidation and maintenance issues associated with sportsground lighting across parks & reserves based on the lighting pole inspection report undertaken in Feb 17	Caulfield Park, Caulfield North; Duncan Mackinnon Reserve, Murrumbeena; East Caulfield Reserve, Caulfield East; EE Gunn Reserve, Ormond; Glen Huntly Reserve, Caulfield East; Lord Reserve, Carnegie; Mackie Road Reserve, Bentleigh East; McKinnon Reserve, McKinnon; Moorleigh Reserve, Bentleigh East; Packer Park, Carnegie		230,000	-	230,000	184,000	46,000	-	-
Furniture and Equipment Renewal	Replacement of safety equipment used by children i.e. car restraints, high chairs and strollers which need to be compliant with Australian Safety Standards.	Across Municipality		12,000	-	12,000	12,000	-	-	-
Furniture and Equipment Renewal	Replacement of children's educational toys and resources at MCH Centres.	Across Municipality		10,000	-	10,000	10,000	-	-	-
Furniture and Equipment New	Smart TV's to enhance information sharing and educational opportunities for families accessing MCH services.	Seven Centres across Municipality		16,000	-	16,000	-	-	-	16,000
Roof Renewal	The renewal of various council buildings roofs identified through lifecycle audits.	Glen Eira Town Hall; Hodgson Reserve, Bentleigh; Depot, Caulfield North; EE Gunn Reserve, Ormond; Moorleigh Village, Bentleigh East		133,500	-	133,500	133,500	-	-	-
Kitchen and Joinery Renewal	The renewal of various council buildings kitchen/Joinery identified through lifecycle audits.	Town Hall, Caulfield; McKinnon Hall, McKinnon; Moorleigh Village, Bentleigh East; Murrumbeena Family Centre, Murrumbeena; Moorleigh Village, Bentleigh East; Peninsula Community Legal Centre, Bentleigh East		74,000	-	74,000	74,000	-	-	-
Painting Renewal Program	Programmed painting works identified from building condition audits.	CRC, Caulfield; Princes Park, Caulfield South; Godfrey Street Community House, Bentleigh; Linkway, 12-16, Belsize Avenue, Carnegie; Glenworks, Moorabbin; Parks depot, Caulfield North; Gardenvale Park, Gardenvale; Caulfield Park, Caulfield North; Public Toilet, 15, Kokaribb Road, Carnegie; Murrumbeena Park, Murrumbeena		135,900	-	135,900	135,900	-	-	-
Minor HVAC Renewal	Strategic renewal program for replacing air-conditioning units at council buildings. Includes HVAC works and ongoing plant renewal.	Bentleigh Library, Bentleigh; Rosstown, Warrawee Nursing Homes, Carnegie; Carnegie Early Learning Centre, Carnegie; McKinnon Kinder, McKinnon; Bentleigh Pre-School, Bentleigh		178,000	-	178,000	142,400	35,600	-	-

# 2018-19 DRAFT ANNUAL BUDGET - CAPITAL WORKS PROGRAM

## Capital Works Project Listing

Project Title	Project Description	Location	Suburb	2018-19 Budget Amount (\$)	External Funding (\$)	Cost to Council (\$)	Renewal (\$)	Upgrade (\$)	Expansion (\$)	New (\$)
Floor Covering Replacement Renewal	Ongoing renewal of floor coverings identified through lifecycle audits.	East Bentleigh Early Learning Centre, Bentleigh East; Bentleigh Pre-School, Bentleigh; Caulfield Park Pavilion, Caulfield North; CRC, Caulfield; Murrumbeena Early Learning Centre, Murrumbeena; Parks Depot, Caulfield North		211,400	-	211,400	211,400	-	-	-
Roof Safety New	Installation of roof safety access systems for maintenance purposes.	EE Gunn Pavilion, Ormond; Koorng Park Pavilion, Carnegie; Glenhuntly Pavilion, Glen Huntly		47,200	-	47,200	47,200	-	-	-
Disability Discrimination Act Compliance Upgrade	Ongoing program of works to ensure that council buildings meet DDA compliance requirements.	Caulfield Park Pavilion; Victory Park Pavilion; Glen Huntly Reserve Pavilion; Carnegie Pool; Glen Eira Depot; CRC; Parks Depot		124,000	-	124,000	-	124,000	-	-
Independent Living Units Renewal	To provide refurbished accommodation for tenants.	Jasper Road, Bentleigh; Belsize Avenue, Carnegie	Bentleigh	162,000	-	162,000	97,200	64,800	-	-
Signage Upgrade Buildings	Replace old and redundant signage on buildings across various sites.	Town Hall, Moorleigh Village, Caulfield Pavilion		125,000	-	125,000	-	125,000	-	-
Bathroom Renewal	Rolling program for renewal of bathrooms within council buildings based on lifecycle audits.	Bentleigh McKinnon Youth Club Hall, Bentleigh; Carnegie Early Learning Centre, Carnegie; Caulfield Maternal Child Health, Caulfield; Caulfield Senior Citizens Centre, Caulfield; East Bentleigh Early Learning Centre, Bentleigh East; Glen Huntly Reserve, Glen Huntly; Glover Street Kinder, Bentleigh East; Godfrey Community House, Bentleigh; Caulfield Park, Caulfield North; Ormond Senior Citizens Centre, Ormond; Parks Depot office, Caulfield North		112,800	-	112,800	112,800	-	-	-
GESAC - Leisure Pool Equipment Renewal	Replace equipment in leisure pool that has reached the end of its useful life.	GESAC	Bentleigh East	59,000	-	59,000	59,000	-	-	-
GESAC - Planned Renewal Program	Renewal and replacement of assets including pool and building plant and equipment in accordance with the GESAC Asset management plan.	GESAC	Bentleigh East	181,000	-	181,000	181,000	-	-	-
GESAC Pool Tile Rectification Works	Removal of all pool tiles and resurfacing of pool walls and floors in the leisure and 25m pool.	GESAC	Bentleigh East	450,000	-	450,000	-	450,000	-	-
GESAC - Furniture & Equipment Renewal	Equipment that needs replacing over time due to use and general wear and tear. Replacing this furniture & equipment ensures that the level of service delivery remains high and maintenance cost are reduced.	GESAC	Bentleigh East	583,688	-	583,688	583,688	-	-	-
GESAC Building Renewal	Paintings to doors, walls, render, cladding and line marking to stadium timber floor.	GESAC	Bentleigh East	61,000	-	61,000	61,000	-	-	-
Kindergarten Upgrade	Refurbish centre to increase play space. This will increase licensed area to 33 children.	Ormond Kinder	Ormond	90,000	-	90,000	-	-	90,000	-
Carnegie Swim Centre Maintenance	Reactive renewal and maintenance of pool equipment.	Carnegie Swim Centre	Carnegie	50,000	-	50,000	50,000	-	-	-
<b>Total Renewal</b>				<b>21,145,027</b>	<b>285,408</b>	<b>20,859,619</b>	<b>14,174,742</b>	<b>6,103,885</b>	<b>256,200</b>	<b>610,200</b>
<b>TOTAL NEW CAPITAL WORKS</b>				<b>39,004,722</b>	<b>1,315,408</b>	<b>37,689,314</b>	<b>17,445,492</b>	<b>12,522,415</b>	<b>758,755</b>	<b>8,278,060</b>
<b>PERCENTAGE (%) OF CAPITAL WORKS BY TYPE</b>							<b>44.73%</b>	<b>32.10%</b>	<b>1.95%</b>	<b>21.22%</b>

## Appendix D – Schedule of User Charges and Other Fees

This listing presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2018-2019 year.

### DRAFT ANNUAL BUDGET 2018-2019 Schedule of User Charges and Other Fees

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b>COMMUNITY WELLBEING</b>					
<b><u>Library and Information Services</u></b>					
<b>3620 - Library and Information Operations</b>					
Interlibrary Loans	Charge per item + any costs charged by the lending library	Non Statutory	Taxable	\$5.00 + any costs charged by the lending library	\$5.00 + any costs charged by the lending library
Holiday Programs/Special Events	Charge varies according to program/event	Non Statutory	Taxable	Charge varies according to program/event; \$6.00 - \$20.00	Charge varies according to program/event; \$6.00 - \$20.00
Library bags	Per bag	Non Statutory	Taxable	1.50	2.00
Books, CD ROMs, DVDs, Talking Book Sets, Kits - Lost/Damaged	Various items	Non Statutory	Taxable	List price + \$12 processing charge	List price + \$12 processing charge
Magazines - Lost/Damaged	Various items	Non Statutory	Free	List price + \$3.50 processing charge	List price + \$3.50 processing charge
Jacketing - Damaged	Per item	Non Statutory	Free	3.50	3.00
CD ROM, and DVD Cases - Lost/Damaged	Per case	Non Statutory	Free	1.20	2.00
Kit Cases, Talking Book CD and Talking Book Playaway Cases - Lost/Damaged	Per case	Non Statutory	Free	6.00	6.00
Barcodes - Lost/Damaged	Per item	Non Statutory	Free	1.20	1.00
Talking Book Compact Discs - Lost/Damaged	Per compact disc	Non Statutory	Free	12.00	12.00
<b>3621 - Caulfield Library</b>					
Replacement Membership Card		Non Statutory	Free	4.00	4.00
PCs - Printing	Black and white	Non Statutory	Taxable	0.22	0.20
	Colour	Non Statutory	Taxable	1.10	1.00
Sale of Memory Sticks		Non Statutory	Taxable	10.00	10.00
Charges on Overdue Material	Per item per day - maximum \$10	Non Statutory	Free	0.25	0.25
Photocopying	Black and white	Non Statutory	Taxable	0.22	0.20
	Colour	Non Statutory	Taxable	1.10	1.00
Reservations and Requests for Purchase	Excludes children's and young adult items	Non Statutory	Free	2.00	2.00
<b>3622 - Elsternwick Library</b>					
Replacement Membership Card		Non Statutory	Free	4.00	4.00
PC's - Printing	Black and white	Non Statutory	Taxable	0.22	0.20
	Colour	Non Statutory	Taxable	1.10	1.00
Sale of Memory Sticks		Non Statutory	Taxable	10.00	10.00
Charges on Overdue Material	Per Item Per Day - Maximum \$10	Non Statutory	Free	0.25	0.25
Photocopying	Black and white	Non Statutory	Taxable	0.22	0.20
	Colour	Non Statutory	Taxable	1.10	1.00



**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Reservations and Requests for Purchase	Excludes children's and young adult items	Non Statutory	Free	2.00	2.00
<b>3623 - Carnegie Library</b>					
Replacement Membership Card		Non Statutory	Free	4.00	4.00
PC's - Printing	Black and white	Non Statutory	Taxable	0.22	0.20
	Colour	Non Statutory	Taxable	1.10	1.00
Sale of Memory Sticks		Non Statutory	Taxable	10.00	10.00
Charges on Overdue Material	Per item per day - max \$10	Non Statutory	Free	0.25	0.25
Photocopying	Black and white	Non Statutory	Taxable	0.22	0.20
	Colour	Non Statutory	Taxable	1.10	1.00
Reservations and Requests for Purchase	Excludes children's and young adult items	Non Statutory	Free	2.00	2.00
<b>3624 - Bentleigh Library</b>					
Replacement Membership Card		Non Statutory	Free	4.00	4.00
PC's - Printing	Black and white	Non Statutory	Taxable	0.22	0.20
	Colour	Non Statutory	Taxable	1.10	1.00
Sale of Memory Sticks		Non Statutory	Taxable	10.00	10.00
Charges on Overdue Material	Per item per day - max \$10	Non Statutory	Free	0.25	0.25
Photocopying	Black and white	Non Statutory	Taxable	0.22	0.20
	Colour	Non Statutory	Taxable	1.10	1.00
Reservations and Requests for Purchase	Excludes children's and young adult items	Non Statutory	Free	2.00	2.00
<b>Arts and Cultural Services</b>					
<b>3560 - Music Program</b>					
<b>3510 - Gallery</b>					
Arts Unit Gallery Hire for Exhibitions - Per Week	Full - General	Non Statutory	Taxable	Various rates apply according to size, duration and season	Various rates apply according to size/duration
Gallery Management Fees	International Baccalaureate Competition held every two years.	Non Statutory	Taxable	Not Applicable for 2017-18	7,000.00
Public programs	Children's programs	Non Statutory	Taxable	5.00	5.00
<b>3520 - Storytelling Festival</b>					
Miscellaneous Income		Non Statutory	Taxable	Between \$10-\$35	Between \$10-\$35
<b>3551 - Carols</b>					
	Food vendor site fees	Non Statutory	Taxable	Two site fees - \$150 and \$300	Two site fees - \$150 and \$300
<b>3580 - Party in the Park</b>					
	Food vendor site fees	Non Statutory	Taxable	Two site fees - \$150 and \$300	Two site fees - \$150 and \$300

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b><u>Residential Aged Care Facilities</u></b>					
Resident Fees are set by the Commonwealth Government and are subject to change.					
<b><u>Warrawee Facility</u></b>					
<b>5436 - Warrawee Aged Care Facility - Administration</b>					
Maximum Refundable Accommodation Deposits (RAD) - House 1 & 2		Non Statutory	Free	475,000	475,000
Maximum Refundable Accommodation Deposits (RAD) - House 4 & 5		Non Statutory	Free	525,000	525,000
Maximum Refundable Accommodation Deposits (RAD) Extra Service - House 6		Statutory	Free	550,000	550,000
Maximum Refundable Accommodation Deposit (RAD) - House 7		Non Statutory	Free	375,000	375,000
Monthly Bond Draw Downs		Statutory	Free	\$323.00 for existing bonds, not applicable for new RAD	\$323.00 for existing bonds, not applicable for new RAD
Basic Daily Care Fee		Statutory	Free	48.44	49.22
Extra Service Fees - House 6		Statutory	Free	37.50	37.50
Meals Staff/Guests		Non Statutory	Taxable	6.00	6.00
Respite Care		Statutory	Free	48.44	49.22
<b><u>Rosstown Aged Care Facility</u></b>					
<b>5441 - Rosstown Aged Care Facility - Administration</b>					
Maximum Refundable Accommodation Deposit (RAD) - Downstairs		Non Statutory	Free	475,000	475,000
Maximum Refundable Accommodation Deposit (RAD) - Upstairs		Non Statutory	Free	425,000	425,000
Monthly Bond Draw Downs		Statutory	Free	\$323.00 for existing bonds, not applicable for new RAD	\$323.00 for existing bonds, not applicable for new RAD
Basic Daily Care Fee		Statutory	Free	48.44	49.22
Meals Staff/Guests		Non Statutory	Taxable	6.00	6.00
Respite Care		Statutory	Free	48.44	49.22
<b><u>Spurway Aged Care Facility</u></b>					
<b>5451 - Spurway Aged Care Facility - Administration</b>					
Maximum Refundable Accommodation Deposit (RAD) - House 1 & 3		Non Statutory	Free	475,000	475,000
Maximum Refundable Accommodation Deposit (RAD) - House 2		Non Statutory	Free	425,000	425,000
Monthly Bond Draw Downs		Statutory	Free	\$323.00 for existing bonds, not applicable for new RAD	\$323.00 for existing bonds, not applicable for new RAD
Basic Daily Care Fee		Statutory	Free	48.44	49.22

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b><u>Independent Living Units</u></b>					
<b>5461 - Independent Living Units</b>					
	One bedroom per fortnight	Non Statutory	Input	Rent Assistance Entitlement plus 25% of Total Income	Rent Assistance Entitlement plus 25% of Total Income
<b><u>Family and Children Services</u></b>					
<b><u>Children Services Administration</u></b>					
<b>5301 - Children Services Administration</b>					
FCS Ticketing Sales		Non Statutory	Taxable	10.00	10.00
Educator Session		Non Statutory	Free	33.00	34.00
<b><u>Occasional Care</u></b>					
<b>5346 - Occasional Care</b>					
Occasional Care Fees per session		Non Statutory	Free	30.00	31.00
	Health Care Card Holder Fee	Non Statutory	Free	25.00	26.00
	Second Child Discount	Non Statutory	Free	28.00	29.00
<b><u>Kindergartens</u></b>					
<b>5212 - Kindergartens</b>					
Kindergarten Central Enrolment/Administration Fee	Full Fee	Non Statutory	Free	22.00	25.00
<b><u>Family Day Care</u></b>					
<b>5306 - Family Day Care</b>					
Family Day Care Administration Fee		Non Statutory	Free	1.95	1.95
Family Day Care Hourly Fee	per hour	Non Statutory	Free	\$9.00 - \$15.00	\$9.00-\$15.00
<b><u>Carnegie Early Learning Centre</u></b>					
<b>5316 - Carnegie Early Learning Centre</b>					
Daily Fee	0-3 Year Old Room	Non Statutory	Free	130.00	133.00
Daily Fee	3-5 Year Old Room	Non Statutory	Free	122.00	125.00
<b><u>Caulfield Early Learning Centre</u></b>					
<b>5321 - Caulfield Early Learning Centre</b>					
Daily Fee	0-3 Year Old Room	Non Statutory	Free	130.00	133.00
Daily Fee	3-5 Year Old Room	Non Statutory	Free	122.00	125.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b><u>Murrumbeena Early Learning Centre</u></b>					
<b>5341 - Murrumbeena Early Learning Centre</b>					
Daily Fee	0-3 Year Old Room	Non Statutory	Free	130.00	133.00
Daily Fee	3-5 Year Old Room	Non Statutory	Free	122.00	125.00
<b><u>Resource and Development</u></b>					
<b>5286 - Resource and Development</b>					
Hire General - Caulfield MCH - Community Room		Non Statutory	Taxable	13.00	14.00
Hire General - Murrumbeena Multi Purpose Children's Room		Non Statutory	Taxable	19.00	20.00
Hire General - Glen Huntly MCH - Community Room		Non Statutory	Taxable	13.00	14.00
Hire General - Carnegie Multi-purpose Children's Room		Non Statutory	Taxable	22.50	20.00
<b><u>Youth Services</u></b>					
<b>5386 - Youth Services</b>					
School Holiday Program Tickets	Excursion fee	Non Statutory	Free	10.00	10.00
	Incursion fee	Non Statutory	Free	5.00	5.00
<b><u>Public Health</u></b>					
<b>3320 - Environmental Health</b>					
Registration Fees - Public Health and Wellbeing Act	Annual Registration Fee	Statutory	Free	138.00	140.00
	Ongoing Registration Fee (Low Risk)	Statutory	Free	138.00	140.00
	Late Registration Fee Surcharge	Non Statutory	Free	Dependent on Volumes	Dependent on Volumes
Transfer Administration Fees	Food Act	Non Statutory	Free	79.00	80.00
Transfer Administration Fees	Public Health and Wellbeing Act	Non Statutory	Free	79.00	80.00
<b>Registration Fees - Food Act</b>					
Food Act Registration Fees	Late Registration Fee Surcharge	Non Statutory	Free	Dependent on Volumes	Dependent on Volumes
	Class 1A - (5 star award)	Statutory	Free	392.00	400.00
	Class 1A - (No award)	Statutory	Free	513.00	525.00
	Class 1B - (5 star award)	Statutory	Free	332.00	340.00
	Class 1B - Medium Risk (No award)	Statutory	Free	455.00	465.00
	Class 2A - (5 star award)	Statutory	Free	613.00	625.00
	Class 2A - (No award)	Statutory	Free	734.00	750.00
	Class 2B - (5 star award)	Statutory	Free	339.00	345.00
	Class 2B - (No award)	Statutory	Free	461.00	470.00
	Class 2C - Community groups and temporary and mobile food premises (no award)	Statutory	Free	190.00	195.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
	Class 2C - Community groups and temporary and mobile food premises (5 star award)	Statutory	Free	163.00	165.00
	3A - Low risk premises	Statutory	Free	263.00	270.00
	3B - Low risk large manufacturers	Statutory	Free	316.00	325.00
	Class 3C - Low risk Community groups and temporary and mobile food premises	Statutory	Free	139.00	140.00
Additional Follow Up Inspection Fees	Classes 1 and 2	Statutory	Free	133.00	135.00
	Class 3	Statutory	Free	92.00	95.00
<b>Registration Fees - Streatrader</b>					
Annual Registration Fee	Class 2M, 2T & 2V	Statutory	Free	190.00	195.00
	Class 3M, 3T & 3V	Statutory	Free	139.00	140.00
<b>Public Health Legal Fee Income</b>	Legal Fees Income	Non Statutory	Free	Dependent on Volumes	Dependent on Volumes
<b>Transfer inspection fees</b>	Public Health and Wellbeing Act Transfer Inspection Fee	Statutory	Free	131.00	135.00
Domestic Waste Water Management System Approval	Domestic Waste Water Management System Approval	Non Statutory	Free	303.00	310.00
<b><u>Community Care And Disability Support</u></b>					
<b><u>Personal Care - Domestic Assistance</u></b>					
<b><u>5484 Personal Care - Domestic Assistance</u></b>					
Domestic Assistance (Renamed from Home Care)	Low Fee	Non Statutory	Free	6.60	7.00
	Medium Fee	Non Statutory	Free	16.60	17.00
	High Fee	Non Statutory	Free	34.70	35.00
Personal Care	Low Fee	Non Statutory	Free	6.10	7.00
	Medium Fee	Non Statutory	Free	10.10	12.00
	High Fee	Non Statutory	Free	38.50	39.00
<b><u>Home Maintenance</u></b>					
<b><u>5482 - Home Maintenance</u></b>					
Home Maintenance	Low Fee	Non Statutory	Free	13.20	15.00
	Medium Fee	Non Statutory	Free	19.20	20.00
	High Fee	Non Statutory	Free	50.00	52.00
	Full Cost Recovery - (Packages, Linkages)	Non Statutory	Taxable	56.50	57.00
<b><u>Delivered Meals</u></b>					
<b><u>5500 - Delivered Meals</u></b>					
Delivered Meals	Low Fee & Medium Fee	Non Statutory	Free	8.30	8.50
	High Fee	Non Statutory	Free	13.60	14.00
	Full Cost Income - Delivered Meals Taxable	Non Statutory	Taxable	17.60	18.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b><u>Social Options</u></b>					
<b>5271 - Community Transport</b>					
Community Bus Hire (per half day)	Community - Non Profit	Non Statutory	Taxable	40.60	41.00
Community Bus Hire (per full day)	Community - Non Profit	Non Statutory	Taxable	55.80	56.00
Community Bus Hire (per half day)	Schools, Sporting Groups	Non Statutory	Taxable	60.90	61.00
Community Bus Hire (per full day)	Schools, Sporting Groups	Non Statutory	Taxable	106.50	107.00
Community Bus Shopping Trip	Shopping Bus Fee	Non Statutory	Taxable	3.50	4.00
<b><u>Social Support</u></b>					
<b>5496 - Social Support</b>					
Social Support	Low Fee	Non Statutory	Free	19.80	20.00
	Medium Fee	Non Statutory	Free	19.80	20.00
	High Fee	Non Statutory	Free	32.20	35.00
Full Cost Income	Packages & Linkages	Non Statutory	Taxable	21.50	35.00
<b>5411 - Older Adults Programs</b>					
Exercise Program	Exercise Program Fee	Non Statutory	Taxable	4.20	4.50
Exercise Program Transport	Per Round Trip	Non Statutory	Taxable	3.20	3.50
Explorers Program Transport	Per Round Trip	Non Statutory	Taxable	6.70	7.00
<b><u>Respite Care</u></b>					
<b>5205 - Respite care</b>					
Respite Care	Low Fee	Non Statutory	Free	4.40	4.60
	Medium Fee	Non Statutory	Free	6.10	6.50
	High Fee	Non Statutory	Free	35.60	36.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b>INFRASTRUCTURE, ENVIRONMENT AND LEISURE</b>					
<u><b>Asset Management</b></u>					
<b>4100 - Project and Asset Management</b>					
Asset Consent Permits		Non Statutory	Free	178.00	182.00
Vehicle Crossing Permits		Non Statutory	Free	240.00	245.00
Building Over Easements Permits		Non Statutory	Free	297.00	303.00
User Fees - General	Cost recovered depending on complexity of S173 agreement + 10% administration fee	Non Statutory	Taxable	Rates will vary depending on complexity of document preparation	at cost plus 10% admin fee
Point of Discharge Income	Permit referred under regulation 610(2)	Statutory	GST Exempt	64.00	141.20
Asset Protection Permits		Non Statutory	GST Exempt	232.00	237.00
Flood Information Reports	A fee for providing flood information for land susceptible to flooding from a major stormwater overflow in the council drainage system.	Statutory	Free	51.00	52.20
<u><b>Works Depot</b></u>					
<b>4422 - Asphalt Road and Footpath Reinstatement</b>	Asphalt reinstatement works. Additional Traffic Management Costs may be charged where applicable. (Taxable charges apply to non-utility and non-public authorities).				
Asphalt Footpath 30mm thick	per Sq.m.	Non Statutory	Taxable	174.00	178.00
Asphalt Road Pavement 50mm thick	per Sq.m.	Non Statutory	Taxable	216.00	221.00
<b>4441 Concrete Maintenance - Concrete Openings</b>	Works to Reinstall Concrete openings. Additional Traffic Management Costs may be charged where applicable. (Taxable charges apply to non-utility and non-public authorities).				
<b>a) Footpath and Vehicle Crossing Reinstallments</b>					
Concrete Footpath - 75mm thick	per Sq.m.	Non Statutory	Taxable	94.00	99.00
Footpath Combination with 300mm spoon drain	per Sq.m.	Non Statutory	Taxable	153.00	161.00
Vehicle Crossing - 100mm thick	per Sq.m.	Non Statutory	Taxable	153.00	161.00
Residential Vehicle Crossings - 125mm thick	per Sq.m.	Non Statutory	Taxable	174.00	183.00
Commercial Vehicle Crossings - 150mm thick	per Sq.m.	Non Statutory	Taxable	174.00	183.00
Industrial Vehicle Crossings - 200mm thick	per Sq.m.	Non Statutory	Taxable	227.00	238.00
<b>b) Kerb and Channel Reinstallments</b>	(Taxable charges apply to non-utility and non-public authorities).				
Concrete Kerb & Channel - 450mm wide	per Lin.m.	Non Statutory	Taxable	153.00	161.00
Concrete Kerb & Channel - 600mm wide	per Lin.m.	Non Statutory	Taxable	116.00	122.00
Concrete Kerb & Channel - Extra Wide Channel - 900mm wide	per Lin.m.	Non Statutory	Taxable	195.00	205.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b>c) Miscellaneous Reinstatements</b>	(Taxable charges apply to non-utility and non-public authorities).				
Brick Paving	per Sq.m.	Non Statutory	Taxable	126.00	129.00
Pram Crossing - Unit	per number	Non Statutory	Taxable	958.00	977.00
Bluestone - Kerb	per Lin.m.	Non Statutory	Taxable	153.00	161.00
Bluestone - Kerb & Channel	per Lin.m.	Non Statutory	Taxable	174.00	183.00
Bluestone - Paving	per Sq.m.	Non Statutory	Taxable	195.00	205.00
Storm Water Kerb Adaptors	per number	Non Statutory	Taxable	106.00	108.00
Storm Water Pipe - 100mm diameter	per Lin.m.	Non Statutory	Taxable	84.00	86.00
Nature Strip (which includes level off, top dressing & seeding)	per Sq.m.	Non Statutory	Taxable	32.00	34.00
Nature Strip (which includes excavation Maximum Depth 200mm, top soiling & seeding)	per Sq.m.	Non Statutory	Taxable	64.00	65.00
Saw Cutting	per Lin.m.	Non Statutory	Taxable	15.00	16.00
<b><u>Property and Facilities</u></b>					
<b>2245 - Facilities Management</b>	Town hall Function Rooms Concessional Rates (i.e. Community Groups) - please note, a session = 3 hours				
<b>Auditorium</b>					
Auditorium - Theatre Style Setup (Fri -Sun)	Per Session	Non Statutory	Taxable	961.00	980.00
Kitchen Use (Fri - Sun)	Per Session	Non Statutory	Taxable	296.00	302.00
Auditorium - Theatre Style Setup (Mon - Thu)	Per Session	Non Statutory	Taxable	788.00	804.00
Kitchen Use (Mon - Thu)	Per Session	Non Statutory	Taxable	182.50	186.00
Auditorium - Banquet Style Setup (Fri - Sun)	Per Session	Non Statutory	Taxable	1845.00	1882.00
Auditorium - Banquet Style Setup (Mon - Thu)	Per Session	Non Statutory	Taxable	1415.00	1443.00
Public Holiday Surcharge	Per Session	Non Statutory	Taxable	347.00	354.00
Theatrette (Fri - Sun)	Per Session	Non Statutory	Taxable	472.00	481.00
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Non Statutory	Taxable	102.50	105.00
Theatrette (Mon - Thu)	Per Session	Non Statutory	Taxable	329.00	336.00
Ground Floor Kitchen Use (Mon-Thu)	Per Session	Non Statutory	Taxable	79.00	81.00
<b>Function Rooms</b>					
Rippon Lea Room (evenings and weekends)	Per Session	Non Statutory	Taxable	131.50	134.00
	Each Extra Hour After 3 Hours	Non Statutory	Taxable	40.00	41.00
Rippon Lea Room (business hours)	Per Session	Non Statutory	Taxable	156.00	159.00
	Each Extra Hour After 3 Hours	Non Statutory	Taxable	45.00	46.00
Labassa Room (evenings & weekends)	Per Session	Non Statutory	Taxable	117.00	119.00
	Each Extra Hour After 3 Hours	Non Statutory	Taxable	40.00	41.00
Labassa Room (business hours)	Per Session	Non Statutory	Taxable	144.00	147.00
	Each Extra Hour After 3 Hours	Non Statutory	Taxable	45.00	46.00
Ogaki Room (evenings and weekends)	Per Session	Non Statutory	Taxable	117.00	119.00
	Each Extra Hour After 3 Hours	Non Statutory	Taxable	40.00	41.00



**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Ogaki Room (business hours)	Per Session	Non Statutory	Taxable	144.00	147.00
	Each Extra Hour After 3 Hours	Non Statutory	Taxable	45.00	46.00
Caulfield Cup Room (evenings and weekends)	Per Session	Non Statutory	Taxable	170.00	173.00
	Per Day	Non Statutory	Taxable	267.00	272.00
Caulfield Cup Room (business hours)	Per Session	Non Statutory	Taxable	225.00	230.00
	Per Day	Non Statutory	Taxable	336.50	343.00
Yarra Yarra Room (evenings and weekends)	Per Session	Non Statutory	Taxable	128.50	131.00
	Per Day	Non Statutory	Taxable	201.00	205.00
Yarra Yarra Room (business hours)	Per Session	Non Statutory	Taxable	169.00	172.00
	Per Day	Non Statutory	Taxable	254.50	260.00
Upstairs Meeting Rooms - Kitchen (evenings and weekends)	Per Session	Non Statutory	Taxable	53.00	54.00
	Per Day	Non Statutory	Taxable	104.50	107.00
Upstairs Meeting Rooms - Kitchen (business hours)	Per Session	Non Statutory	Taxable	83.50	85.00
	Per Day	Non Statutory	Taxable	123.00	125.00
<b>Town hall Function Rooms - Commercial Rates</b>					
<b>Auditorium</b>					
Auditorium - Theatre Style Setup (Fri - Sun)	Per Session	Non Statutory	Taxable	1339.00	1366.00
Kitchen Use (Fri - Sun)	Per Session	Non Statutory	Taxable	427.00	435.00
Auditorium - Theatre Style Setup (Mon - Thu)	Per Session	Non Statutory	Taxable	1044.00	1064.00
Kitchen Use (Mon - Thu)	Per Session	Non Statutory	Taxable	235.00	240.00
Auditorium - Banquet Style Setup (kitchen use included) (Fri -Sun)	Per Session	Non Statutory	Taxable	2466.00	2515.00
Auditorium - Banquet Style Setup (kitchen use included) (Mon -Thu)	Per Session	Non Statutory	Taxable	1857.00	1894.00
Public Holiday Surcharge		Non Statutory	Taxable	349.00	356.00
Theatrette (Fri - Sun)	Per Session	Non Statutory	Taxable	607.00	619.00
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Non Statutory	Taxable	117.00	120.00
Theatrette (Mon - Thu)	Per Session	Non Statutory	Taxable	407.50	416.00
Ground Floor Kitchen Use (Fri - Sun)	Per Session	Non Statutory	Taxable	93.00	95.00
<b>Function Rooms</b>					
Rippon Lea Room (evenings and weekends)	Per Session	Non Statutory	Taxable	185.50	189.00
	For Each Extra Hour After 3 Hours	Non Statutory	Taxable	56.00	57.00
Rippon Lea Room (business hours)	Per Session	Non Statutory	Taxable	199.00	203.00
	For Each Extra Hour After 3 Hours	Non Statutory	Taxable	61.50	63.00
Labassa Room (evenings and weekends)	Per Session	Non Statutory	Taxable	157.00	160.00
	For Each Extra Hour After 3 Hours	Non Statutory	Taxable	45.00	46.00
Labassa Room (business hours)	Per Session	Non Statutory	Taxable	172.00	175.00
	For Each Extra Hour After 3 Hours	Non Statutory	Taxable	56.00	57.00
Ogaki Room (evenings and weekends)	Per Session	Non Statutory	Taxable	157.00	160.00
	For Each Extra Hour After 3 Hours	Non Statutory	Taxable	45.00	46.00
Ogaki Room (business hours)	Per Session	Non Statutory	Taxable	172.50	175.00
	For Each Extra Hour After 3 Hours	Non Statutory	Taxable	56.00	57.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Caulfield Cup Room (evenings and weekends)	Per Session	Non Statutory	Taxable	309.00	315.00
	Per Day	Non Statutory	Taxable	465.00	474.00
Caulfield Cup Room (business hours)	Per Session	Non Statutory	Taxable	468.00	477.00
	Per Day	Non Statutory	Taxable	710.00	724.00
Yarra Yarra Room (evenings and weekends)	Per Session	Non Statutory	Taxable	233.00	238.00
	Per Day	Non Statutory	Taxable	351.00	358.00
Yarra Yarra Room (business hours)	Per Session	Non Statutory	Taxable	353.00	360.00
	Per Day	Non Statutory	Taxable	518.00	528.00
Kitchen (evenings and weekends)	Per Session	Non Statutory	Taxable	91.00	93.00
	Per Day	Non Statutory	Taxable	91.00	93.00
Kitchen (business hours)	Per Session	Non Statutory	Taxable	104.50	107.00
	Per Day	Non Statutory	Taxable	104.50	107.00
<b>Carnegie Library and Community Centre</b>					
<b>Concessional Rates</b>					
Boyd Room 1	Community Per Hour	Non Statutory	Taxable	30.50	31.00
Boyd Room 2	Community Per Hour	Non Statutory	Taxable	30.50	31.00
Boyd Room 3	Community Per Hour	Non Statutory	Taxable	30.50	31.00
Boyd Rooms Combined	Community Per Hour	Non Statutory	Taxable	86.50	88.00
Main Kitchen	Community Per Hour	Non Statutory	Taxable	17.00	18.00
Children's/Multipurpose Room	Community Per Hour	Non Statutory	Taxable	22.50	23.00
<b>Commercial Rates</b>					
Boyd Room 1	Community Per Hour	Non Statutory	Taxable	64.50	66.00
Boyd Room 2	Community Per Hour	Non Statutory	Taxable	64.50	66.00
Boyd Room 3	Community Per Hour	Non Statutory	Taxable	64.50	66.00
Boyd Rooms Combined	Community Per Hour	Non Statutory	Taxable	195.00	199.00
Main Kitchen	Community Per Hour	Non Statutory	Taxable	16.50	17.00
Children's/Multipurpose room	Community Per Hour	Non Statutory	Taxable	31.50	32.00
Boyd Room 1	Community Per Day (> 3 Hours)	Non Statutory	Taxable	\$30.50 per hour for the first 3 hours, \$12.00 per hour for each hour thereafter	\$31.00 per hour for the first 3 hours, \$12.50 per hour for each hour thereafter
Boyd Room 2	Community Per Day (> 3 Hours)	Non Statutory	Taxable	\$30.50 per hour for the first 3 hours, \$12.00 per hour for each hour thereafter	\$31.00 per hour for the first 3 hours, \$12.50 per hour for each hour thereafter
Boyd Room 3	Community Per Day (> 3 Hours)	Non Statutory	Taxable	\$30.50 per hour for the first 3 hours, \$12.00 per hour for each hour thereafter	\$31.00 per hour for the first 3 hours, \$12.50 per hour for each hour thereafter

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Boyd Rooms Combined	Community Per Day (> 3 Hours)	Non Statutory	Taxable	\$86.50 per hour for the first 3 hours, \$34.50 per hour for each hour thereafter	\$88.00 per hour for the first 3 hours, \$35.00 per hour for each hour thereafter
<b><u>Waste and Recycling</u></b>					
<b>4300 - Waste and Recycling Charges</b>					
	Large 240L Waste Charge (including an estimated \$49 State Levy)	Non Statutory	Free	366.00	416.00
	Small 120L Waste Charge (including an estimated \$24 State Levy)	Non Statutory	Free	177.00	207.00
	Residential Flat Shared Bins (240L) Waste Charge per assessment (including an estimated \$24 State Levy)	Non Statutory	Free	177.00	207.00
	240L Family Bin (including an estimated \$49 State Levy)	Non Statutory	Free	256.00	279.00
	Medical 240L Waste Charge (including an estimated \$49 State Levy)	Non Statutory	Free	177.00	207.00
	Litter Management Charge	Non Statutory	Free	54.00	56.00
	Additional Recycling Bin	Non Statutory	Free	30.00	30.00
	Additional Green Waste Bin	Non Statutory	Free	30.00	30.00
<b><u>Parks</u></b>					
<b>4650 - Contract Tree Gang</b>					
Sundry Income	Tree Removal for Cross-Overs	Non Statutory	Taxable	Variable	Variable
<b><u>Recreation And Open Space</u></b>					
<b>4803 - Pavilions</b>			Taxable		
<b>Hire of Sports Pavilions/Hall/Social Rooms:</b>					
Hire charges listed below relate to the following recreation facilities and include venues hired for community use, school use, casual sports hire and by tenant sports clubs: Bailey Reserve Pavilion, Bentleigh McKinnon Youth Centre, Bentleigh Recreation Reserve Pavilion, Caulfield Park Pavilion and Community Room, Caulfield Park Main Pavilion, Centenary Park 'Julie Cooper' Pavilion, DC Bricker Pavilion, Duncan MacKinnon Reserve Pavilion, East Caulfield Reserve Pavilion, EE Gunn Reserve Pavilion, Glen Huntly Park Pavilion, King George VI Reserve Pavilion, Koornang Park Pavilion, Lord Reserve Pavilion, Mackie Road Reserve Pavilion, Marlborough Street Reserve Pavilion, McKinnon Public Hall, McKinnon Reserve Pavilion, Moorleigh Community Village Pavilion, Murrumbeena Park Pavilion, Packer Park Pavilion, Princes Park Multipurpose Pavilion, Victory Park Pavilion.					
Bond: Minimum \$1,000 - Maximum \$5,000					
Hire of AV / PA equipment	General Hire	Non Statutory	Taxable	New Fee	200.00
Hall Caretaker Fee	Weekday	Non Statutory	Taxable	36.00	37.00
Hall Caretaker Fee	Weekend	Non Statutory	Taxable	72.00	73.00
Hall Caretaker Fee	Public Holiday rate	Non Statutory	Taxable	90.00	92.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Hire of Hall, social room, function room, meeting room, community room	<b>Full Hourly Rate Casual</b> - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Non Statutory	Taxable	28.60	29.50
Bond: Minimum \$1,000 - Maximum \$5,000	<b>Full Hourly Rate Casual</b> - Saturday & Sunday 8am - 5pm	Non Statutory	Taxable	52.00	53.00
	<b>Full Hourly Rate Casual</b> - Sunday 5pm - 10pm	Non Statutory	Taxable	81.60	83.50
	<b>Full Flat Rate Evening Casual</b> - Friday & Saturday Night 6pm - Midnight	Non Statutory	Taxable	427.00	435.50
	<b>Full Hourly Rate Casual (Public Holiday)</b> - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Non Statutory	Taxable	52.00	53.00
	<b>Full Hourly Rate Casual (Public Holiday)</b> - Saturday & Sunday 8am - 5pm	Non Statutory	Taxable	52.00	53.00
	<b>Full Hourly Rate Casual (Public Holiday)</b> - Sunday 5pm - 10pm	Non Statutory	Taxable	81.60	83.50
	<b>Full Flat Rate Evening Casual (Public Holiday)</b> - Friday & Saturday Night 6pm - Midnight	Non Statutory	Taxable	427.00	435.50
	<b>Sporting Clubs &amp; Schools (non profit) Hourly Rate Casual</b> Sunday - Thursday 6am - 10pm & Friday/Saturday 6am - 6pm	Non Statutory	Taxable	25.00	25.50
	<b>Sporting Clubs &amp; Schools (non profit) - Flat Rate Evening Casual</b> - Friday - Saturday Night 6pm - Midnight	Non Statutory	Taxable	376.00	384.00
	<b>Non Profit Hourly Rate Casual</b> - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Non Statutory	Taxable	25.00	26.00
	<b>Non Profit Hourly Rate Casual</b> - Saturday & Sunday 8am - 5pm	Non Statutory	Taxable	37.20	38.00
	<b>Non Profit Hourly Rate Casual</b> - Sunday 5pm - 10pm	Non Statutory	Taxable	53.00	54.00
	<b>Non Profit Flat Rate Evening Casual</b> Friday & Saturday Night 6pm - Midnight	Non Statutory	Taxable	382.00	390.00
	<b>Non Profit Hourly Rate Casual (Public Holiday)</b> Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Non Statutory	Taxable	37.20	38.00
	<b>Non Profit Hourly Rate Casual (Public Holiday)</b> Saturday & Sunday 8am - 5pm	Non Statutory	Taxable	37.20	38.00
	<b>Non Profit Hourly Rate Casual (Public Holiday)</b> Sunday 5pm - 10pm	Non Statutory	Taxable	53.00	54.00
	<b>Non Profit Flat Rate Evening Casual (Public Holiday)</b> - Friday & Saturday Night 6pm - Midnight	Non Statutory	Taxable	382.00	390.00
	<b>Commercial Hourly Rate</b> Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Non Statutory	Taxable	76.00	78.00
	<b>Commercial Hourly Rate Casual</b> Saturday & Sunday 8am - 5pm	Non Statutory	Taxable	140.00	143.00
	<b>Commercial Hourly Rate Casual</b> Saturday & Sunday 5pm - 10pm	Non Statutory	Taxable	156.00	159.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
	<b>Commercial Flat Rate Evening Casual</b> Friday & Saturday Night 6pm - Midnight	Non Statutory	Taxable	777.00	793.00
	<b>Commercial Hourly Rate (Public Holiday)</b> Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Non Statutory	Taxable	140.00	143.00
	<b>Commercial Hourly Rate Casual (Public Holiday)</b> Saturday & Sunday 8am - 5pm	Non Statutory	Taxable	140.00	143.00
	<b>Commercial Hourly Rate Casual (Public Holiday)</b> Saturday & Sunday 5pm - 10pm	Non Statutory	Taxable	156.00	159.00
	<b>Commercial Flat Rate Evening Casual</b> Friday & Saturday Night 6pm - Midnight	Non Statutory	Taxable	777.00	793.00
Combined Hire - Community Room and Meeting Room at same venue	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual</b> - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Non Statutory	Taxable	55.10	44.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual</b> - Saturday & Sunday 8am - 5pm	Non Statutory	Taxable	104.00	79.50
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual</b> - Sunday 5pm - 10pm	Non Statutory	Taxable	163.00	130.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Flat Rate Evening Casual</b> - Friday & Saturday Night 6pm - Midnight	Non Statutory	Taxable	706.00	653.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday)</b> - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Non Statutory	Taxable	104.00	79.50
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday)</b> - Saturday & Sunday 8am - 5pm	Non Statutory	Taxable	104.00	79.50
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Hourly Rate Casual (Public Holiday)</b> - Sunday 5pm - 10pm	Non Statutory	Taxable	163.00	130.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Full Flat Rate Evening Casual (Public Holiday)</b> - Friday & Saturday Night 6pm - Midnight	Non Statutory	Taxable	706.00	653.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual</b> - Monday to Thursday 6am - 10pm & Friday 6am - 6pm	Non Statutory	Taxable	50.00	38.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual</b> - Saturday & Sunday 8am - 5pm	Non Statutory	Taxable	74.50	57.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual - Sunday 5pm - 10pm</b>	Non Statutory	Taxable	106.00	81.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Flat Rate Evening Casual - Friday &amp; Saturday Night 6pm - Midnight</b>	Non Statutory	Taxable	566.00	585.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Monday to Thursday 6am - 10pm &amp; Friday 6am - 6pm</b>	Non Statutory	Taxable	74.50	57.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Saturday &amp; Sunday 8am - 5pm</b>	Non Statutory	Taxable	74.50	57.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Hourly Rate Casual (Public Holiday) Sunday 5pm - 10pm</b>	Non Statutory	Taxable	106.00	81.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Non Profit Flat Rate Evening Casual (Public Holiday) - Friday &amp; Saturday Night 6pm - Midnight</b>	Non Statutory	Taxable	566.00	585.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Monday to Thursday 6am - 10pm &amp; Friday 6am - 6pm</b>	Non Statutory	Taxable	153.00	117.00
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual Saturday &amp; Sunday 8am - 5pm</b>	Non Statutory	Taxable	281.00	214.50
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual Sunday 5pm - 10pm</b>	Non Statutory	Taxable	311.00	238.50
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Flat Rate Evening Casual Friday &amp; Saturday Night 6pm - Midnight</b>	Non Statutory	Taxable	1,167.00	1,108.50
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate (Public Holiday) Monday to Thursday 6am - 10pm &amp; Friday 6am - 6pm</b>	Non Statutory	Taxable	281.00	214.50
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual (Public Holiday) Saturday &amp; Sunday 8am - 5pm</b>	Non Statutory	Taxable	281.00	214.50
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Hourly Rate Casual (Public Holiday) Sunday 5pm - 10pm</b>	Non Statutory	Taxable	311.00	238.50

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
	<b>Combined Hire - Community Room and Meeting Room at same venue Commercial Flat Rate Evening Casual (Public Holiday) Friday &amp; Saturday Night 6pm - Midnight</b>	Non Statutory	Taxable	1,167.00	1,108.50
	Store Room - Per month	Non Statutory	Taxable	41.90	40.00
<b>4805 - Moorleigh Community Village</b>			Taxable		
	Rental	Non Statutory	Taxable	Rates vary dependent on size of room	Rates vary dependent on size of room
	Utility Reimbursement	Non Statutory	Taxable	Rates vary dependent on number of rooms used	Rates vary dependent on number of rooms used
	Casual Hire/Not for Profit	Non Statutory	Taxable	25.00	25.50
<b>4804 - Duncan Mackinnon Reserve - Bond - Casual hire track/court bookings: Minimum \$1,000 - Maximum \$5,000</b>					
Athletics Track Schools, Clubs & Residents within Glen Eira	Casual Per Day	Non Statutory	Taxable	391.00	400.00
Athletics Track Schools, Clubs & Residents outside Glen Eira	Casual Per Day	Non Statutory	Taxable	498.00	510.00
Athletics Track commercial hire	Casual Per Day	Non Statutory	Taxable	520.00	530.00
Caretaker Fee	Weekday (2 hours)	Non Statutory	Taxable	72.00	73.00
Caretaker call out fee	Weekday (Per hour)	Non Statutory	Taxable	36.00	37.00
Caretaker Fee	Weekend (2 hours)	Non Statutory	Taxable	144.00	147.00
Caretaker call out fee	Weekend (Per hour)	Non Statutory	Taxable	72.00	73.00
Caretaker Fee	Public holiday rate (2 hours)	Non Statutory	Taxable	180.00	184.00
Caretaker call out fee	Public holiday rate (Per hour)	Non Statutory	Taxable	90.00	92.00
Athletics Track Schools, Clubs & Residents within Glen Eira	Casual Per Hour	Non Statutory	Taxable	85.20	87.00
Athletics Track Schools, Clubs & Residents outside Glen Eira	Casual Per Hour	Non Statutory	Taxable	102.00	104.00
Athletics Track commercial hire	Casual Per Hour	Non Statutory	Taxable	112.00	114.00
Athletics Track Schools, Clubs & Residents within Glen Eira	Casual Other (Half Day)	Non Statutory	Taxable	233.00	238.00
Athletics Track Schools, Clubs & Residents outside Glen Eira	Casual Other (Half Day)	Non Statutory	Taxable	282.00	288.00
Athletics Track commercial hire	Casual Other (Half Day)	Non Statutory	Taxable	306.00	312.00
Athletics Track	Equipment Hire (Half Day)	Non Statutory	Taxable	80.10	82.00
Athletics Track	Equipment Hire (Full Day)	Non Statutory	Taxable	159.00	162.00
Athletics Track	Starting Blocks (Half Day)	Non Statutory	Taxable	32.10	33.00
Athletics Track	Starting Blocks (Full Day)	Non Statutory	Taxable	64.30	66.00
Athletics Track	Timing Gates	Non Statutory	Taxable	265.00	270.00
Athletics Track	Timing Gates Operator (Full Day)	Non Statutory	Taxable	214.00	218.00
Athletics Track	Timing Gates Operator (Weekend/Public Holiday) (Full Day)	Non Statutory	Taxable	287.00	293.00
Athletics Track	Lighting (per hour)	Non Statutory	Taxable	32.10	33.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Netball Courts	Lighting (per hour minimum 2 courts)	Non Statutory	Taxable	New Fee	10.00
Netball Courts - Schools, Clubs & Residents within Glen Eira	per court per hour	Non Statutory	Taxable	18.40	19.00
Netball Courts - Schools, Clubs & Residents outside Glen Eira	per court per hour	Non Statutory	Taxable	32.10	33.00
Netball Courts commercial hire	per court per hour	Non Statutory	Taxable	33.70	41.00
Netball Courts - Schools, Clubs & Residents within Glen Eira	per court full day (5+ hours)	Non Statutory	Taxable	Not Applicable for 2017-18	76.00
Netball Courts - Schools, Clubs & Residents outside Glen Eira	per court full day (5+ hours)	Non Statutory	Taxable	Not Applicable for 2017-18	132.00
Netball Courts commercial hire	per court full day (5+ hours)	Non Statutory	Taxable	Not Applicable for 2017-18	164.00
Netball courts - Full Day hire of all 10 courts will receive a 40% discount					
Netball Courts	Netball padding hire (full day)	Non Statutory	Taxable	80.10	Not applicable for 2018-19
Netball Courts	Netball padding hire (half day)	Non Statutory	Taxable	40.80	Not applicable for 2018-19
<b>4816 - Open Space</b>					
Bond - Special Events: Minimum \$500 - Maximum \$15,000 (Day Rate)					
Hire of Rotundas	Day Rate	Non Statutory	Taxable	134.00	137.00
Hire of Picnic Shelters at Booran Reserve	9:00am to 1:00pm or 2:00pm to 6:00pm	Non Statutory	Taxable	New Fee	137.00
Hire of Rotundas with power	Bentleigh Centre Road & Caulfield Park Band Stand	Non Statutory	Taxable	155.00	158.00
Open Space Hire - Community rate	Day Rate	Non Statutory	Taxable	134.00	137.00
Open Space Hire - Commercial rate	Day Rate	Non Statutory	Taxable	201.00	205.00
Open Space Hire - Community rate (bringing on 1-2 items)	Minor event <500 people (includes bringing 1-2 items into the park)	Non Statutory	Taxable	424.00	432.50
Open Space Hire - Schools within Glen Eira During School Hours	Open Space hire for - School Within Glen Eira During Schools Hours	Non Statutory	Taxable	42.80	44.00
Open Space Hire - Schools outside of Glen Eira During School Hours	Open Space hire for - School Outside Glen Eira During School Hours	Non Statutory	Taxable	87.20	89.00
Hire fee for an event - (where any items are brought onto the reserve additional item fees listed below will apply).	Special Events - 500 - 2,000 people	Non Statutory	Taxable	842.00	859.00
	Special Events - 2,000 - 5,000 people	Non Statutory	Taxable	1,262.00	1,287.00
	Special Events - 5,000 - 10,000 people	Non Statutory	Taxable	1,893.00	1,931.00
	Special Events - 10,000 > people	Non Statutory	Taxable	2,840.00	2,897.00
This fee is in addition to the hire fees - Organisations Which Include Functions that Attract at Least One Activity to the Park (Day Rate)	per item/equipment brought onto the park. Each item is based on 9m <sup>2</sup> or part thereof.	Non Statutory	Taxable	424.00	432.00
Flower Stall at Caulfield Park	Per Day	Non Statutory	Taxable	33.70	34.50



**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Filming Permit	Student/Low Impact Filming (per day)	Non Statutory	Free	33.70	34.50
	Commercial (per day)	Non Statutory	Free	517.00	527.50
	Commercial (per half day)	Non Statutory	Free	259.00	264.00
	Still Photography (per day)	Non Statutory	Free	322.00	328.50
	Still Photography (half day)	Non Statutory	Free	161.00	164.00
Balloon Landing	Per Landing - Caulfield Park	Non Statutory	Taxable	170.00	173.50
Balloon Landing	Per Landing - Caulfield Park (no notification)	Non Statutory	Taxable	346.00	353.00
Site Inspection for events		Non Statutory	Taxable	47.90	50.00
Personal Training	Annual Fee - standard one year licence (GST Inc.)	Non Statutory	Taxable	335.00	342.00
Personal Training	Fee per participant per day (GST Inc.)	Non Statutory	Taxable	2.70	2.70
Personal Training	Fee per student participant per day (GST Inc.)	Non Statutory	Taxable	1.80	1.80
Hire of Car Park in Open Space, Reserve, Park	Per car park fee	Non Statutory	Taxable	52.00	53.00
Advertising Board Bond	Bond for Advertising Board per board	Non Statutory	Free	50.00	50.00
Hire of Sports Reserves - Casual Rates	Casual rate (per day)	Non Statutory	Taxable	134.00	137.00
Hire of Sports Reserve (turf wicket) - Casual Rates	Casual rate (per day)	Non Statutory	Taxable	New Fee	342.50
Hire of Sports Reserves - Commercial Rates	Commercial rate (per day)	Non Statutory	Taxable	201.00	205.00
Hire of Sports Reserve (turf wicket) - Casual Rates	Commercial rate (per day)	Non Statutory	Taxable	New Fee	512.50
Hire of Cricket Net, Batting cage - Casual Hire Rate, GECC resident, GECC club & GECC school	Inside GECC Rate (per hour, per bay)	Non Statutory	Free	No charge	No charge
Hire of Cricket Net, Batting cage - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Outside GECC Rate (per hour, per bay)	Non Statutory	Taxable	20.00	20.50
Hire of Cricket Net, Batting cage - Commercial Rate	Commercial Rate (per hour, per bay)	Non Statutory	Taxable	30.00	31.00
Velodrome Casual hire - Casual Hire Rate, GECC resident, GECC club & GECC school	Inside GECC Rate (per hour)	Non Statutory	Taxable	50.00	51.00
Velodrome Casual hire - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Outside GECC Rate (per hour)	Non Statutory	Taxable	75.00	75.00
Velodrome Casual hire - Commercial Rate	Commercial Rate (per hour)	Non Statutory	Taxable	100.00	100.00
Velodrome Casual hire - Casual Hire Rate, GECC resident, GECC club & GECC school	Inside GECC Rate (Full Day - 6hrs +)	Non Statutory	Taxable	270.00	275.50
Velodrome Casual hire - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Outside GECC Rate (Full Day - 6hrs +)	Non Statutory	Taxable	405.00	413.00
Velodrome Casual hire -Commercial Rate	Commercial Rate (Full Day - 6hrs +)	Non Statutory	Taxable	540.00	551.00
Bailey Reserve Skate Park - Casual Hire for events	Casual rate (per day)	Non Statutory	Taxable	New Fee	300.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b>Hire of Sports Reserves</b>					
One Oval Per Term	School Rate	Non Statutory	Taxable	42.80	50.00
Two Ovals Per Term	School Rate	Non Statutory	Taxable	85.70	100.00
Three Ovals Per Term	School Rate	Non Statutory	Taxable	129.00	150.00
Four Ovals Per Term	School Rate	Non Statutory	Taxable	171.00	200.00
Five Ovals Per Term	School Rate	Non Statutory	Taxable	214.00	250.00
	School Outside Glen Eira During School Hours	Non Statutory	Taxable	87.20	89.00
	School bookings outside school hours	Non Statutory	Taxable	134.00	137.00
<b>4754 - East Caulfield Reserve Multi Sport Facility</b>					
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, GECC resident, GECC club & GECC school	Single Small Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Non Statutory	Taxable	20.00	21.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, GECC resident, GECC club & GECC school	Single Small Court - Per Hour Peak (6pm-9pm) {closes 10pm} Mon - Sun	Non Statutory	Taxable	30.00	31.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, GECC resident, GECC club & GECC school	Single Large Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Non Statutory	Taxable	30.00	31.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, GECC resident, GECC club & GECC school	Single Large Court - Per Hour Peak (6pm-10pm Mon - Sun)	Non Statutory	Taxable	40.00	41.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Single Small Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Non Statutory	Taxable	30.00	31.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Single Small Court - Per Hour Peak (6pm-10pm Mon - Sun)	Non Statutory	Taxable	40.00	41.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Single Large Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Non Statutory	Taxable	40.00	41.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, non GECC resident, non GECC club & non GECC school	Single Large Court - Per Hour Peak (6pm-10pm Mon - Sun)	Non Statutory	Taxable	50.00	51.00
East Caulfield Reserve Multi Sport Facility - Casual Hire Rate, Commercial Rate	Single Small Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Non Statutory	Taxable	40.00	41.00
East Caulfield Reserve Multi Sport Facility - Commercial Rate	Single Small Court - Per Hour Peak (6pm-10pm Mon - Sun)	Non Statutory	Taxable	50.00	51.00
East Caulfield Reserve Multi Sport Facility - Commercial Rate	Single Large Court - Per Hour Off Peak (7am-5pm Mon - Sun)	Non Statutory	Taxable	50.00	51.00
East Caulfield Reserve Multi Sport Facility - Commercial Rate	Single Large Court - Per Hour Peak (6pm-10pm Mon - Sun)	Non Statutory	Taxable	60.00	61.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b>PLANNING AND PLACE</b>					
<b>Urban Planning</b>					
<b>3121 - Urban Planning - Statutory Fees</b>					
Fees for applications under Section 47 of the Planning and Environment Act 1987 (regulation 9) - Table 2 in the Planning and Environment (Fees) Regulations 2016					
	Class 1 Use only	Statutory	Free	Statutory Charges	Statutory Charges
	Class 2 To develop single dwelling <\$10,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 3 To develop single dwelling \$10,000-\$100,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 4 To develop single dwelling \$100,000-\$500,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 5 To develop single dwelling \$500,000-\$1,000,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 6 To develop single dwelling \$1,000,000-\$2,000,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 7 VicSmart <\$10,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 8 VicSmart >\$10,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 9 VicSmart subdivision	Statutory	Free	Statutory Charges	Statutory Charges
	Class 10 Other development <\$100,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 11 Other development \$100,000-\$1,000,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 12 Other development \$1,000,000-\$5,000,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 13 Other development \$5,000,000-\$15,000,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 14 Other development \$15,000,000-\$50,000,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 15 Other development >\$50,000,000	Statutory	Free	Statutory Charges	Statutory Charges
	Class 16 Subdivide existing building	Statutory	Free	Statutory Charges	Statutory Charges
	Class 17 Subdivide land into two lots (other than VicSmart)	Statutory	Free	Statutory Charges	Statutory Charges
	Class 18 Realignment or consolidation	Statutory	Free	Statutory Charges	Statutory Charges
	Class 19 Subdivide land (3 or more lots)	Statutory	Free	Statutory Charges	Statutory Charges
	Class 20 (Remove or vary a restriction)	Statutory	Free	Statutory Charges	Statutory Charges
	Class 21 Permit not otherwise provided for in the regulations (i.e. Sale or consumption of liquor, reduction or waiver of car parking)	Statutory	Free	Statutory Charges	Statutory Charges

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Fees for applications under Section 72 of the Planning and Environment Act 1987 (regulation 11) - Table 3 in the Planning and Environment (Fees) Regulations 2016	Class 1 Use only	Statutory	Free	Statutory Charges	Statutory Charges
	Class 2 Amendment to a permit (other than to use and/or development of a single dwelling), to change a statement of what the permit allows, or to change any or all of the conditions of a permit	Statutory	Free	Statutory Charges	Statutory Charges
	Class 3 Amendment to a class 2 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 4 Amendment to a class 3 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 5 Amendment to a class 4 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 6 Amendment to a class 5 or 6 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 7 Amendment to a class 7 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 8 Amendment to a class 8 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 9 Amendment to a class 9 permit *	Statutory	Free	Statutory Charges	Statutory Charges
	Class 10 Amendment to a class 10 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 11 Amendment to a class 11 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 12 Amendment to a class 12, 13, 14 or 15 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 13 Amendment to a class 16 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 14 Amendment to a class 17 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 15 Amendment to a class 18 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 16 Amendment to a class 19 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 17 Amendment to a class 20 permit*	Statutory	Free	Statutory Charges	Statutory Charges
	Class 18 Amendment to a class 21 permit*	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 10 of the Planning and Environment (Fees) Regulations 2016	For combined permit applications	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 12 of the Planning and Environment (Fees) Regulations 2016	To amend an application under Section 57A(3)(a)	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 13 of the Planning and Environment (Fees) Regulations 2016	For a combined application to amend a permit	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 14 of the Planning and Environment (Fees) Regulations 2016	For a combined permit and planning scheme amendment	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 15 of the Planning and Environment (Fees) Regulations 2016	For a certificate of compliance	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 16 of the Planning and Environment (Fees) Regulations 2016	For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Statutory	Free	Statutory Charge	Statutory Charges
Fee under Regulation 17 of the Planning and Environment (Fees) Regulations 2016	For a planning certificate	Statutory	Free	Statutory Charge	Statutory Charges

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Fee under Regulation 18 of the Planning and Environment (Fees) Regulations 2016	Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 6 of the Subdivision (Fees) Regulations 2016	For certification of a plan of subdivision	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 7 of the Subdivision (Fees) Regulations 2016	Alteration of a plan under Section 10(2) of the Subdivision Act 1988	Statutory	Free	Statutory Charges	Statutory Charges
Fee under Regulation 8 of the Subdivision (Fees) Regulations 2016	Amendment of a certified plan under Section 11(1) of the Subdivision Act 1988	Statutory	Free	Statutory Charges	Statutory Charges
<b>3121 - Urban Planning - Non-statutory fees</b>					
Procedural requests	To amend plans under Secondary Consent (minor)	Non Statutory	Free	400.00	400.00
Procedural requests	To amend plans under Secondary Consent (major)	Non Statutory		Not applicable for 2017-18	600.00
Procedural requests	Request to extend the expiry date of a planning permit (first request)	Non Statutory	Free	300.00	315.00
Procedural requests	Request to extend the expiry date of a planning permit (second and subsequent request)	Non Statutory	Free	Not applicable for 2017-18	415.00
Procedural requests	Request to endorse plans or documents under a condition or a planning permit (second and subsequent request)	Non Statutory	Taxable	120.00	125.00
Public notification	Per public notice to be displayed on site	Non Statutory	Free	65.00	65.00
Public notification	Fixed fee (for up to 10 public notices sent by post)	Non Statutory	Free	125.00	125.00
Public notification	For each additional public notice sent by post	Non Statutory	Free	12.00	12.00
Planning information and pre-application advice	Request for specific planning information	Non Statutory	Free	135.00	140.00
Planning information and pre-application advice	Pre-application advice (written advice) (minor applications)	Non Statutory	Free	Not applicable for 2017-18	125.00
Planning information and pre-application advice	Pre-application advice (written advice) (major applications)	Non Statutory	Free	Not applicable for 2017-18	250.00
Planning information and pre-application advice	Pre-application meeting (in addition to written advice)	Non Statutory	Free	Not applicable for 2017-18	125.00
Planning information and pre-application advice	Subsequent pre-application advice following initial response (written advice)	Non Statutory	Free	Not applicable for 2017-18	125.00
Administrative fees	Search and copy fees	Non Statutory	Free	80.00	85.00
Administrative fees	Search and copy fees (post 2016 - provided electronically)	Non Statutory	Free	Not applicable for 2017-18	50.00
Administrative fees	Plan folding fee (for each plan larger than A3 size)	Non Statutory	Free	Not applicable for 2017-18	3.50
Administrative fees	Plan folding fee (for up to 10 pages at A3 size)	Non Statutory	Free	Not applicable for 2017-18	3.50
Administrative fees	Digitisation fee (any submission that includes paper size larger than A3 size)	Non Statutory	Free	Not applicable for 2017-18	100.00
Administrative fees	Digitisation fee (any submission that includes A3 and/or A4 size only)	Non Statutory	Free	Not applicable for 2017-18	50.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Photocopies of Plans	Size A0: 1 - 3 Copies - Per Copy	Non Statutory	Free	7.80	7.80
	Size A1: 4 or More - Per Copy	Non Statutory	Free	7.80	7.80
	Size A2: 4 or More - Per Copy	Non Statutory	Free	7.80	7.80
	Size A4 - Per Copy	Non Statutory	Free	2.40	2.40
	Size A3 - Per Copy	Non Statutory	Free	2.80	2.80
	Copy of Objections - Per Objection	Non Statutory	Free	2.50	2.50
<b>City Futures</b>					
Fee under Regulation 6 of the Planning and Environment (Fees) Regulations 2016					
<b>Stage 1</b>	For: a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment	Statutory	Free	Statutory Charges	2,929.30
<b>Stage 2</b>	For: a) considering				
	(i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Statutory	Free	Statutory Charges	14,518.60
	(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Statutory	Free	Statutory Charges	29,008.80
	(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and	Statutory	Free	Statutory Charges	38,778.00
	b) providing assistance to a panel in accordance with section 158 of the Act; and c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and d) considering the panel's report in accordance with section 27 of the Act; and e) after considering submissions and the panel's report, abandoning the amendment.				
<b>Stage 3</b>	For: a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	Statutory	Free	Statutory Charges	462.20

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b>Community Safety And Compliance</b>					
<b>3400 - Building Control</b>					
Permits	Fences Permit Fee	Non Statutory	Taxable	530.00	540.00
	Reblocks, Garages, Carports, Verandas Permit Fee	Non Statutory	Taxable	725.00	739.00
	Other Garages and Swimming Pools	Non Statutory	Taxable	725.00	739.00
	Pool Fences only	Non Statutory	Taxable	410.00	418.00
Dwelling Additions (including 4 inspections) cost/80	Minimum Fee - Owner Builder	Non Statutory	Taxable	2,030.00	2,070.00
Dwelling Additions (including 4 inspections) cost/100	Minimum Fee- Registered Builder	Non Statutory	Taxable	1,670.00	1,703.00
Dwellings (including 4 inspections) cost/100	Minimum Fee - Owner Builder	Non Statutory	Taxable	2,730.00	2,784.00
Dwellings (including 4 inspections) cost/120	Minimum Fee - Registered Builder	Non Statutory	Taxable	2,290.00	2,335.00
Commercial Cost/100	(Up to \$20k - including 2 inspects)	Non Statutory	Taxable	850.00	867.00
	(\$20k and over)	Non Statutory	Taxable	Cost/100	Cost/100
Demolition Fees	Domestic - within Municipality	Non Statutory	Taxable	640.00	652.00
	Commercial	Non Statutory	Taxable	Price on Application	Price on application
Special Assessments	Domestic - per hour (minimum 1 hour)	Non Statutory	Taxable	165.00	168.00
	Commercial - per hour (minimum 1 hour)	Non Statutory	Taxable	440.00	448.00
Application fee to retain works constructed without a building permit	Fee for the assessment of documentation submitted to Council to justify if a building or works are to remain that has been constructed or carried out without a building permit. Additional fee may be applicable according to the complexity of the illegal works and documentation submitted for assessment. Total fee to be determined by the Manager.	Non Statutory	Taxable	Min \$560.00	Min \$571.00
Inspection Rates	Within Municipality	Non Statutory	Taxable	153.00	156.00
	Lapsed Permits	Non Statutory	Taxable	405.00	413.00
	Additional Inspections	Non Statutory	Taxable	155.00	158.00
External Inspections		Non Statutory	Taxable	360.00	367.00
Occupancy Permits	Prescribed Temporary Structures	Non Statutory	Free	570.00	581.00
	Place for Public Entertainment	Non Statutory	Free	2,820.00	2,876.00
	Amendment to above CO Certificates	Non Statutory	Free	360.00	367.00
Siting approval- Prescribed Temporary Structures	Siting approval of prescribed temporary structures - Building Act s 57(1)(a)	Non Statutory	Free	280.00	285.00
Council Dispensation Applications (Building Regulations 2006)	Council Consent (Part 4 siting, Building Regulations 2006) per Regulation Applicable. Maximum fee set by Legislation, charges are currently estimated.	Non Statutory	Free	261.00	283.40
	Corner fences combined application	Non Statutory	Free	390.00	397.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
	Domestic buildings- Dispensation or performance determination Reg. 233, 231, 229	Non Statutory	Free	330.00	336.00
	Commercial buildings- Dispensation or performance determination Reg. 233, 213, 229	Non Statutory	Free	655.00	668.00
Hoarding Permits	Hoarding Permits - Fee Per Month	Non Statutory	Free	\$165 + (value) * (value) * \$3.00	\$168 + (value) * (value) * \$4.00
	Renewal	Non Statutory	Free	\$84 + (value) * (value) * \$3.00	\$85 + (value) * (value) * \$4.00
Statutory Inspections	Pool Certificate/ Subdivisions	Non Statutory	Taxable	410.00	418.00
Protection of Public	Statutory Reg. 116	Statutory	Taxable	Not applicable for 2017-18	289.60
Modifications for Existing Building Redevelopment	Domestic - Per Modification	Non Statutory	Taxable	340.00	346.00
Extensions	Domestic	Non Statutory	Taxable	180.00	183.00
Cancellations of Permits	Domestic	Non Statutory	Free	180.00	183.00
Construction Management Plan Variation Fee	Assessment of variations to construction management plans	Non Statutory	Free	110.00	112.00
Building Appeals Commission/Melbourne Water Fees Re Modifications	Various Fees Depending on Modifications	Non Statutory	Free	Various	Various
Plan Copies	Fee Includes \$30 Search Fee	Non Statutory	Free	Fee Includes \$30 Search Fee	Fee Includes \$31 Search Fee
	Usually \$28 First 4 Copies, Discount for Further Copies	Non Statutory	Free	Various	Various
Copies of building permit documentation		Non Statutory	Free	40.00	41.00
Building Permit Levy (State Government)	Statutory Fee - works >10,000	Statutory	Free	Set by State Government	Set by State Government
Computation Checking	Recovery of Charges to GECC	Non Statutory	Taxable	Various	Various
Property Information Fee - GECC	Statutory (Set by Legislation - Charges are currently estimated)	Statutory	Free	52.00	46.10
Permit Lodgement Fees	Statutory Fee - Domestic (Set by Legislation Charges are currently estimated)	Statutory	Free	38.80	118.90
	Statutory Fee - Commercial (Set by Legislation Charges are currently estimated)	Statutory	Free	38.80	118.90
Certificate from Council to enable a Demolition permit to be issued	Section 29A	Statutory	Free	65.40	83.10
<b>3224 - Animal Control Services</b>					
Cat Registration	Cat registration fees				
	Sterilised and Microchipped (including \$2 State Levy)	Non Statutory	Free	34.60	35.60
	Non Sterilised (Max fee) (including \$2 State Levy)	Non Statutory	Free	100.85	102.90
	Over 10 years (including \$2 State Levy)	Non Statutory	Free	34.60	35.30
	FCC/Reg (including \$2 State Levy)	Non Statutory	Free	34.60	35.30
	Microchipped Non Sterilised (existing registrations only) (including \$2 State Levy)	Non Statutory	Free	34.60	35.30



**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
	Pensioner Rate - Cat Sterilised and Microchipped (including \$2 State Levy)	Non Statutory	Free	18.30	19.00
	Pensioner Rate - Cat Non Sterilised (including \$2 State Levy)	Non Statutory	Free	51.40	52.40
Dog Registration	Dog registration fees				
	Sterilised and Microchipped (including \$3.50 State Levy)	Non Statutory	Free	52.80	53.90
	Non Sterilised (Max fee) (including \$3.50 State Levy)	Non Statutory	Free	153.00	156.00
	Over 10 years (including \$3.50 State Levy)	Non Statutory	Free	52.80	53.90
	FCC/Reg (including \$3.50 State Levy)	Non Statutory	Free	52.80	53.90
	Microchipped Non Sterilised (existing registrations only) (including \$3.50 State Levy)	Non Statutory	Free	52.80	53.90
	Pensioner Rate - Dog Sterilised and Microchipped (including \$3.50 State Levy)	Non Statutory	Free	28.15	28.70
	Pensioner Rate - Dog Non Sterilised (including \$3.50 State Levy)	Non Statutory	Free	78.20	79.80
	Obedience Trained (including \$3.50 State Levy)	Non Statutory	Free	28.15	28.70
	Obedience Trained - Pensioner Rate (including \$3.50 State Levy)	Non Statutory	Free	15.85	16.20
	Restricted Breed and Declared Dangerous Dog (including \$3.50 State Levy)	Non Statutory	Free	310.35	316.55
	Dangerous Dog which is a Guard Dog or Protection Trained (including \$3.50 State Levy)	Non Statutory	Free	153.00	156.00
Domestic Animal Business	Pet Shop Registration (Includes \$10.00 State Levy)	Non Statutory	Free	325.00	331.50
Animal Registration Register	Copy of Pet Registration Information	Statutory	Free	47.20	48.15
Impoundment Fees	Fee Prior to Delivery to Pound	Non Statutory	Free	92.00	94.00
	Pound Release Fee within 8 days (if animal is unregistered at time of impoundment)	Non Statutory	Free	\$99.00 plus pound contractor variable costs including vaccination and holding costs	\$350.00 plus pound contractor variable costs including vaccination and holding costs
	Seized animals - charge per day after 8 days - pound contractor cost.	Non Statutory	Free	25.70	26.20
	Permit for more than 2 cats/dogs	Non Statutory	Free	60.00	61.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b>3210 - Local Laws</b>					
Waste Bin Permits (Road Occupancy Permits)		Non Statutory	Free	77.00	78.50
Materials on Nature Strips	Flat Rate Per Week	Non Statutory	Free	77.00	78.50
Footpath Trading Permits	Area 1 per sq/m	Non Statutory	Free	47.50	48.50
	Area 2 per sq/m	Non Statutory	Free	38.50	39.50
	Area 3 per sq/m	Non Statutory	Free	30.20	31.00
	A' Frame Signs	Non Statutory	Free	111.00	113.00
	Coffee Shop Windbreaks	Non Statutory	Free	185.00	189.00
	Gas Heaters	Non Statutory	Free	53.50	54.50
	Magazine Racks	Non Statutory	Free	111.00	113.00
Footpath/road occupancy permit	Footpath/road Occupancy Permits - Fee Per Month	Non Statutory	Free	\$165+(value)* (value)*\$3.00	\$168 + (value) * (value) * \$4.00
Mobile Crane Permits	Flat Fee + Value of Footpath Rental/Car Spaces Taken	Non Statutory	Free	166.00	169.00
Works Zone Permits	Three months or less per zone	Non Statutory	Free	935.00	954.00
	Six months	Non Statutory	Free	1,665.00	1,698.00
	Nine months	Non Statutory	Free	2,165.00	2,208.00
	12 Months	Non Statutory	Free	2,700.00	2,754.00
	Extension per month	Non Statutory	Free	445.00	454.00
	Additional bays per month	Non Statutory	Free	173.00	176.50
Property Clean Up		Non Statutory	Free	Variable according to tendered schedule of fees under contract.	Variable according to tendered schedule of fees under contract.
Removal of Rubbish	Per Site	Non Statutory	Taxable	Variable according to tendered schedule of fees under contract.	Variable according to tendered schedule of fees under contract.
Removal of Overhanging Shrubs	Contractor Fees	Non Statutory	Taxable	Variable according to tendered schedule of fees under contract.	Variable according to tendered schedule of fees under contract.
Street Closure Permit (Street Parties)	Permit Fee	Non Statutory	Free	158.00	161.00
Reserved Parking- Film sites etc.	Unrestricted Time Zones Per Car Space	Non Statutory	Free	49.60	51.00
	Time Restricted Zones Per Car Space	Non Statutory	Free	92.30	94.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b><u>Traffic, Parking And Safety</u></b>					
<b>3200 - Traffic and Parking Management</b>					
Magistrate Court Fees		Statutory	Free	Various	Various
<b>3220 - Parking Management</b>					
Parking Infringements	Non Compliance of Road Rules	Statutory	Free	Various	Various
Fines Victoria Parking Infringements		Statutory	Free	Various	Various
Residential Parking Permits	Additional permit charge (first 3 are free)	Non Statutory	Free	112.00	114.00
Tradespersons Permit	Per week charge for residential parking spaces	Non Statutory	Free	41.00	42.00
Parking Fees Caulfield Racecourse		Non Statutory	Taxable	Various	Various
	First Two Hours (all areas)	Non Statutory	Taxable	2.10	2.20
	All Day Areas Nos. 1 & 2	Non Statutory	Taxable	5.80	5.90
Traffic Photos	Traffic Photos (printed and posted)	Non Statutory	Free	15.50	16.00
User Fees General		Non Statutory	Free	Various	Various
Miscellaneous Income		Non Statutory	Taxable	Various	Various
Car Share Parking Bay	Establishment Fee	Non Statutory	Taxable	New Fee	1,000.00
	Annual Renewal Fee		Taxable	New Fee	500.00

**DRAFT ANNUAL BUDGET 2018-2019**  
**Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b>CORPORATE SERVICES</b>					
<u>Corporate Counsel</u>					
2400 - Statutory & Local Government Act					
Freedom of Information Fees	Set Statutory Fees = per Application	Statutory	Free	Statutory Fees Set By State Government	Statutory Fees Set By State Government

## Appendix E – Schedule of Glen Eira Leisure (GEL) User Charges and Other Fees

This appendix presents the fees and charges which will be charged in respect to various goods and services provided during the 2018-19 year.

In order to allow for promotional and marketing programs, the GEL Manager will have limited delegated authority to vary a fee:

- by not more than 5 per cent; and
- for not more than two months.

All the fees below are of a non-statutory nature.

DRAFT ANNUAL BUDGET 2018-2019 Schedule of User Charges and Other Fees - Glen Eira Leisure				
User Charges and Other Fees	Description	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b><u>Glen Eira Sports &amp; Aquatic Centre - (GESAC)</u></b>				
<b>4759 - Administration &amp; Human Resource - Creche</b>				
Creche Members	10 x Creche Members Casual Rate	GST free	67.50	67.50
Creche Members	Creche Members Casual Rate	GST free	7.50	7.50
Creche Members	10 x Creche Platinum Members Rate	GST free	57.35	57.35
Creche Non Members	Creche Non Members Casual Rate	GST free	11.60	11.60
<b>4761 - Administration &amp; Human Resource - Consumables</b>				
Sundry Income	Member Wrist Band	Taxable	18.00	18.00
Sundry Income	Member Wrist Band - Upgrade	Taxable	14.00	14.00
Sundry Income	Replacement Card	Taxable	8.70	8.70
Uniform Purchase	Uniform	Taxable	50.00	75.00
<b>4762 - Gesac Aquatics - Learn To Swim</b>				
Learn To Swim	Gold Swim School Membership	GST free	Not Applicable for 2017-18	23.00
Learn To Swim	Foundation Swim School Membership	GST free	18.50	18.50
Learn To Swim	Swim School membership	GST Free	19.25	19.25
Learn To Swim	Swim School Membership Flexi	GST free	21.00	21.00
Learn To Swim	Swim School 3 month Term	GST free	273.00	280.00
Learn To Swim	Private Lesson	GST free	63.50	64.50
Holiday Program	Swim School Fastlane - Member	GST Free	54.00	55.00
Holiday Program	Swim School Fastlane - Non Member	GST Free	105.00	108.00
Joining Fees	Administration Fee	Taxable	30.00	30.00
Junior Swim Squad	Junior Swim Squad	Taxable	21.00	21.50
Junior Swim Squad	Junior Swim Squad Flexi	Taxable	23.00	23.50
Junior Swim Squad	Junior Swim Squad 3 month Term	Taxable	299.00	307.00

DRAFT ANNUAL BUDGET 2018-2019 Schedule of User Charges and Other Fees - Glen Eira Leisure				
User Charges and Other Fees	Description	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
<b>4763- Gesac Aquatics - Schools</b>	<b>July 2017 - December 2017 Prices (Prices to be reset in January 2018)</b>			
School Swimming Program	Max 6 per class	GST Free	10.40	10.80
School Swimming Program	Max 8 per class	GST Free	9.70	10.10
School Swimming Program	Max 10 per class	GST Free	9.10	9.50
	<b>January 2018 - June 2018 Prices</b>			
School Swimming Program	Max 6 per class	GST Free	10.80	11.20
School Swimming Program	Max 8 per class	GST Free	10.10	10.50
School Swimming Program	Max 10 per class	GST Free	9.50	9.90
<b>4765- Gesac Aquatics - Birthday Parties</b>				
Birthday Party Program	Birthday Party Program - Snack Menu	Taxable	32.00	34.00
Birthday Party Program	Birthday Party Program - Meal Menu	Taxable	34.30	36.30
Birthday Party Program	Birthday Party Program - Feast Menu	Taxable	36.50	38.50
Birthday Party Program	Birthday Party Deposit	Taxable	100.00	100.00
<b>4766- Gesac Aquatics - Casual Entry</b>				
Adult Swims	10x Adult Swim General Admission	Taxable	79.50	79.50
Adult Swims	Adult Swim General Admission	Taxable	9.95	9.95
Adult Swims	Adult Swim Off Peak	Taxable	7.95	7.95
Over 70's with concession Swim	Adult Swim General Admission	Taxable	2.00	2.00
Over 70's Swim	Adult Swim General Admission	Taxable	6.95	6.95
Concession Swims	10 x Concession General Admission	Taxable	65.00	67.00
Concession Swims	Concession Swim General Admission	Taxable	7.70	7.90
Concession Swims	Concession Swim Off Peak	Taxable	6.50	6.70
Child Swims	10 x Child General Admission	Taxable	65.00	67.00
Child Swims	Child Swim General Admission	Taxable	7.70	7.90
Child Swims	Child Swim Off Peak	Taxable	6.50	6.70
Group Swims	10 x Group Swim General Admission	Taxable	260.00	265.00
Group Swims	Group Swim General Admission	Taxable	32.00	33.00
Group Swims	Group Swim Off Peak	Taxable	26.00	26.50
Aquatic Wellness	10 x Aquatic Wellness General Admission	Taxable	131.40	135.00
Aquatic Wellness	Aquatic Wellness General Admission	Taxable	14.60	14.80

DRAFT ANNUAL BUDGET 2018-2019 Schedule of User Charges and Other Fees - Glen Eira Leisure				
User Charges and Other Fees	Description	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Aquatic Wellness	10 x Aquatic Wellness Concession	Taxable	104.40	107.00
Aquatic Wellness	Aquatic Wellness Concession	Taxable	11.60	11.70
Aquatic Wellness	Aquatic Wellness Upgrade	Taxable	4.65	4.85
Aquatic Wellness	Aquatic Wellness Upgrade - General Concession	Taxable	3.60	3.80
Aquatic Wellness	Aquatic Wellness Upgrade - Off Peak Concession	Taxable	4.90	5.00
Aquatic Wellness	Aquatic Wellness Upgrade - Off Peak	Taxable	6.65	6.85
Bulk Visit Passes	GESAC Club Card Fee	Taxable	50.00	50.00
Spectator Fees	Spectator Fees	Taxable	3.90	3.90
<b>4769 - Gesac Aquatics - Pool Hire</b>	<b>July 2018 - December 2018 Prices (Prices to be reset in January 2019)</b>			
Pool Hire	25m Pool - Lane	Taxable	62.00	65.00
Pool Hire	25m Pool - Lane (School/Term)	Taxable	56.00	58.00
Pool Hire	25m Pool - Lane (Contract)	Taxable	49.00	51.50
Pool Hire	25m Pool - Lane (Contract - High Usage)	Taxable	47.50	50.00
Pool Hire	25m Pool - Whole Pool	Taxable	350.00	370.00
Pool Hire	50m Pool - Lane	Taxable	62.00	65.00
Pool Hire	50m Pool - Lane (School/Term)	Taxable	56.00	59.00
Pool Hire	50m Pool - Lane (Contract)	Taxable	49.00	51.50
Pool Hire	50m Pool - Lane (Contract - High Usage)	Taxable	47.50	50.00
Pool Hire	50m Pool - Whole Pool	Taxable	350.00	370.00
Pool Hire	50m Pool - Whole Pool (Contract - High Usage)	Taxable	180.00	190.00
Pool Hire	Wellness Program Pool - 2m Lane	Taxable	49.00	51.50
Pool Hire	Wellness Program Pool - Additional Metre	Taxable	24.50	25.50
Pool Hire	Wellness Program Pool - Whole Pool	Taxable	190.00	200.00
Pool Hire	LTS Pool - Lane	Taxable	30.50	32.00
Pool Hire	LTS Pool - Lane (School/Term)	Taxable	27.00	28.50
Pool Hire	LTS Pool - Lane (Contract)	Taxable	22.00	23.00
Pool Hire	LTS Pool - Lane (Contract - High Usage)	Taxable	20.00	21.00
Pool Hire	LTS Pool - Whole Pool	Taxable	125.00	130.00
Pool Hire	Leisure Pool	Taxable	180.00	190.00

DRAFT ANNUAL BUDGET 2018-2019 Schedule of User Charges and Other Fees - Glen Eira Leisure				
User Charges and Other Fees	Description	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Pool Hire	Water Slides	Taxable	180.00	190.00
Pool Hire	Ultimate Package	Taxable	850.00	900.00
Pool Hire	Ultimate Package - After 9pm	Taxable	1,050.00	1,100.00
Pool Hire	Fun Package	Taxable	660.00	690.00
Pool Hire	Fun Package - After 9pm	Taxable	825.00	865.00
Pool Hire	Child Care Room	Taxable	95.00	100.00
Pool Hire	Child Care Room (School/Term/Industry)	Taxable	55.00	40.00
Pool Hire	Instructor	Taxable	61.00	62.50
Pool Hire	Lifeguard	Taxable	56.00	57.50
Pool Hire	Out of Hours Staff Surcharge	Taxable	61.00	62.50
Pool Hire	Inflatable	Taxable	180.00	190.00
Pool Hire	Carnival Equipment	Taxable	61.00	62.50
	<b>January 2019 - June 2019 Prices</b>			
Pool Hire	25m Pool - Lane	Taxable	65.00	68.00
Pool Hire	25m Pool - Lane (School/Term)	Taxable	58.00	61.00
Pool Hire	25m Pool - Lane (Contract)	Taxable	51.50	54.00
Pool Hire	25m Pool - Lane (Contract - High Usage)	Taxable	50.00	52.50
Pool Hire	25m Pool - Whole Pool	Taxable	370.00	390.00
Pool Hire	50m Pool - Lane	Taxable	65.00	68.00
Pool Hire	50m Pool - Lane (School/Term)	Taxable	59.00	62.00
Pool Hire	50m Pool - Lane (Contract)	Taxable	51.50	54.00
Pool Hire	50m Pool - Lane (Contract - High Usage)	Taxable	50.00	52.50
Pool Hire	50m Pool - Whole Pool	Taxable	370.00	390.00
Pool Hire	50m Pool - Whole Pool (Contract - High Usage)	Taxable	190.00	200.00
Pool Hire	Wellness Program Pool - 2m Lane	Taxable	51.50	54.00
Pool Hire	Wellness Program Pool - Additional Metre	Taxable	25.50	27.00
Pool Hire	Wellness Program Pool - Half Pool	Taxable	200.00	210.00
Pool Hire	LTS Pool - Lane	Taxable	32.00	33.50
Pool Hire	LTS Pool - Lane (School/Term)	Taxable	28.50	30.00
Pool Hire	LTS Pool - Lane (Contract)	Taxable	23.00	24.00
Pool Hire	LTS Pool - Lane (Contract - High Usage)	Taxable	21.00	22.00
Pool Hire	LTS Pool - Whole Pool	Taxable	130.00	140.00



DRAFT ANNUAL BUDGET 2018-2019 Schedule of User Charges and Other Fees - Glen Eira Leisure				
User Charges and Other Fees	Description	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Pool Hire	Leisure Pool	Taxable	190.00	200.00
Pool Hire	Water Slides	Taxable	190.00	200.00
Pool Hire	Ultimate Package	Taxable	900.00	950.00
Pool Hire	Ultimate Package - After 9pm	Taxable	1,100.00	1,150.00
Pool Hire	Fun Package	Taxable	690.00	720.00
Pool Hire	Fun Package - After 9pm	Taxable	865.00	905.00
Pool Hire	Child Care Room	Taxable	100.00	100.00
Pool Hire	Child Care Room (School/Term/Industry)	Taxable	57.00	40.00
Pool Hire	Instructor	Taxable	62.50	65.00
Pool Hire	Lifeguard	Taxable	57.50	60.00
Pool Hire	Out of Hours Staff Surcharge	Taxable	62.50	65.00
Pool Hire	Inflatable	Taxable	190.00	200.00
Pool Hire	Carnival Equipment	Taxable	62.50	64.00
<b>4774 - Gesac Operations - Administration</b>				
Lockers	Small Locker	Taxable	2.50	2.50
Lockers	Medium Locker	Taxable	3.50	3.50
Lockers	Large Locker	Taxable	4.50	4.50
<b>4775 - Gesac Sales &amp; Marketing - Foundation</b>				
Foundation Membership	Foundation Membership Stage 1	Taxable	18.95	18.95
Foundation Membership	Foundation Membership Stage 2	Taxable	19.95	19.95
Foundation Membership	Foundation Membership Stage 3	Taxable	21.95	21.95
<b>4777 - Gesac Sales &amp; Marketing</b>				
Full Membership	GOLD Membership Direct Debit - 12 month minimum - weekly fee	Taxable	22.95	22.95
Full Membership	GOLD Membership Direct Debit - 1 month minimum - weekly fee	Taxable	26.95	26.95
Full Membership	GOLD Membership 3 month Term	Taxable	400.00	400.00
Full Membership	GOLD Membership 6 month Term	Taxable	750.00	750.00
Full Membership	GOLD Membership 12 month Term	Taxable	1,243.00	1,243.00

<b>DRAFT ANNUAL BUDGET 2018-2019</b> <b>Schedule of User Charges and Other Fees - Glen Eira Leisure</b>				
<b>User Charges and Other Fees</b>	<b>Description</b>	<b>GST Status</b>	<b>Charges per unit 2017-2018 (\$)</b>	<b>Charges per unit 2018-2019 (\$)</b>
Concession Membership	GOLD Concession Membership Direct Debit - 12 month minimum	Taxable	19.95	19.95
Concession Membership	GOLD Concession Membership Direct Debit - 1 month minimum	Taxable	23.95	23.95
Concession Membership	GOLD Concession Membership 3 month Term	Taxable	361.00	361.00
Concession Membership	GOLD Concession Membership 6 month Term	Taxable	672.00	672.00
Concession Membership	GOLD Concession Membership 12 month Term	Taxable	1,087.00	1,087.00
Aquatic Membership	Aquatic Membership Direct Debit - 12 month	Taxable	14.95	15.50
Aquatic Membership	Aquatic Membership Direct Debit - 1 month	Taxable	17.95	18.50
Aquatic Membership	Aquatic Membership 3 month Term	Taxable	283.00	290.00
Aquatic Membership	Aquatic Membership 6 month Term	Taxable	516.00	530.00
Aquatic Membership	Aquatic Membership 12 month Term	Taxable	827.00	850.00
Aquatic Concession Membership	Aquatic Concession Membership Direct Debit - 12 month	Taxable	12.95	13.50
Aquatic Concession Membership	Aquatic Concession Membership Direct Debit - 1 month	Taxable	15.95	16.50
Aquatic Concession Membership	Aquatic Concession Membership 3 month Term	Taxable	257.00	265.00
Aquatic Concession Membership	Aquatic Concession Membership 6 month Term	Taxable	464.00	475.00
Aquatic Concession Membership	Aquatic Concession Membership 12 month Term	Taxable	723.00	740.00
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit - 12 month	Taxable	11.95	12.50
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit - 1 month	Taxable	14.95	15.50
Aquatic Junior Membership	Aquatic Junior Membership 3 month Term	Taxable	244.00	250.00
Aquatic Junior Membership	Aquatic Junior Membership 6 month Term	Taxable	438.00	450.00
Aquatic Junior Membership	Aquatic Junior Membership 12 month Term	Taxable	671.00	690.00
Corporate Membership	Corporate Membership Direct Debit - 12 month minimum	Taxable	20.95	20.95
Corporate Membership	Corporate Membership Direct Debit - 1 month minimum	Taxable	24.95	24.95
Corporate Membership	Corporate Membership 3 month Term	Taxable	374.00	374.00
Corporate Membership	Corporate Membership 6 month Term	Taxable	698.00	698.00
Corporate Membership	Corporate Membership 12 month Term	Taxable	1,139.00	1,139.00

DRAFT ANNUAL BUDGET 2018-2019 Schedule of User Charges and Other Fees - Glen Eira Leisure				
User Charges and Other Fees	Description	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Activate Membership	Activate Membership Direct Debit	Taxable	17.95	17.95
Activate Membership	Activate Membership 3 month Term	Taxable	283.00	283.00
Activate Membership	Activate Membership 6 month Term	Taxable	516.00	516.00
Activate Membership	Activate Membership 12 month Term	Taxable	983.00	983.00
Junior Membership	Junior Membership Direct Debit	Taxable	17.95	17.95
Junior Membership	Junior Membership 3 month Term	Taxable	283.00	283.00
Junior Membership	Junior Membership 6 month Term	Taxable	525.00	525.00
Junior Membership	Junior Membership 12 month Term	Taxable	983.00	983.00
<b>4779 - Gesac Sales &amp; Marketing - Joining Fees</b>				
Joining Fees	Joining Fee 1	Taxable	99.00	99.00
Joining Fees	Joining Fee 2	Taxable	49.00	49.00
Admin Fees	Admin Fees	Taxable	49.95	49.95
<b>4782 - Gesac - Sport, Health &amp; Wellbeing - Bulk Visit</b>				
Bulk Visit Passes	10 x Group Fitness Pass	Taxable	166.50	170.00
Bulk Visit Passes	10 x Concession Group Fitness Pass	Taxable	148.50	152.00
<b>4784 - Gesac - Sport, Health &amp; Wellbeing - Gym</b>				
Casual Gym	Centre Visit Pass	Taxable	26.95	26.95
Casual Gym	Concession Centre Visit Pass	Taxable	23.95	23.95
Casual Gym	Health Assessment	Taxable	35.00	35.00
Casual Gym	Living Longer Living Stronger	Taxable	7.50	7.70
Casual Gym	Living Longer Living Stronger Consultation	Taxable	34.00	35.00
<b>4785 - Gesac - Sport, Health &amp; Wellbeing - Facilities Hire</b>				
Wet Program	Aqua Aerobics Group Class	Taxable	195.00	205.00
Dry Program	Group Fitness Class	Taxable	195.00	205.00
Dry Program	Group Cycle Class	Taxable	175.00	190.00
Dry Program	Group Fitness Studio Hire	Taxable	125.00	135.00
Dry Program	Group Fitness Studio Hire (High Use)	Taxable	85.00	90.00
Dry Program	Mind and Body Studio Hire	Taxable	105.00	110.00
Dry Program	Mind and Body Studio Hire (High Use)	Taxable	66.00	70.00

<b>DRAFT ANNUAL BUDGET 2018-2019</b> <b>Schedule of User Charges and Other Fees - Glen Eira Leisure</b>				
<b>User Charges and Other Fees</b>	<b>Description</b>	<b>GST Status</b>	<b>Charges per unit 2017-2018 (\$)</b>	<b>Charges per unit 2018-2019 (\$)</b>
<b>4786 - Gesac - Sport, Health &amp; Wellbeing - Stadium</b>				
Competition Fees	Competition Team Fees Senior	Taxable	76.00	79.00
Competition Fees	Junior Futsal Development Program	Taxable	12.80	12.80
Competition Fees	Junior Netball Development Program	Taxable	12.80	12.80
Stadium Hire	Court Hire - Peak	Taxable	63.50	63.50
Stadium Hire	Court Hire - Schools	Taxable	51.50	53.00
Stadium Hire	Court Hire - Off Peak	Taxable	39.50	41.50
Casual Use	Casual Use	Taxable	6.30	6.30
Registration	Netball Registration	Taxable	295.00	295.00
Registration	Futsal Registration	Taxable	195.00	199.00
Competition Fees	Junior Futsal Competition	Taxable	12.80	12.80
Competition Fees	Junior Netball Competition	Taxable	12.80	12.80
<b>4788 - Gesac - Sport, Health &amp; Wellbeing - Group Exercise</b>				
Casual Group Exercise	Casual Group Exercise	Taxable	18.50	18.95
Casual Group Exercise	Casual Concession Group Exercise	Taxable	16.50	16.95
Casual Group Exercise	Casual Activate Group Exercise Classes	Taxable	12.50	12.95
Casual Group Exercise	Casual over 70's with Concession for Seniors classes	Taxable	Not Applicable for 2017-18	2.00
Casual Group Exercise	Casual over 70's for Seniors classes	Taxable	Not Applicable for 2017-18	6.95
Casual Virtual Fitness	Casual Group Exercise	Taxable	Not Applicable for 2017-18	5.00
<b>4789 - Gesac - Sport, Health &amp; Wellbeing - Personal Training</b>				
Personal Training	PT Plus One	Taxable	41.95	43.95
Personal Training	PT Plus Two	Taxable	41.95	43.95
Personal Training	PT Plus Three	Taxable	41.95	43.95
Personal Training	PT 5 pack	Taxable	249.75	259.75
Personal Training	PT 10 pack	Taxable	459.50	479.50
Personal Training	PT 20 pack	Taxable	879.00	879.00
Starter Packs	PT Kickstart	Taxable	99.00	99.00
Platinum Option (WOD BOX)	WOD BOX - Direct Debit	Taxable	19.95	19.95
Platinum Option (WOD BOX)	WOD BOX - 3 month Term	Taxable	309.00	309.00
Platinum Option (WOD BOX)	WOD BOX - 6 month Term	Taxable	569.00	569.00
Platinum Option (WOD BOX)	WOD BOX - 12 month Term	Taxable	1,089.00	1,089.00

DRAFT ANNUAL BUDGET 2018-2019 Schedule of User Charges and Other Fees - Glen Eira Leisure				
User Charges and Other Fees	Description	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Platinum Option (WOD BOX)	Group Training Casual - Member	Taxable	17.95	18.95
WOD BOX non member	WOD Box only membership	Taxable	29.95	29.95
Ultimate Kickstart	3 PT's plus one month in WOD Box	Taxable	149.00	149.00
2:1 PT 1 P/W	2 Clients with one trainer 30 minutes 1 per week	Taxable	62.50	65.00
2:1 PT 2 P/W	2 Clients with one trainer 30 minutes 2 per week	Taxable	59.50	61.50
2:1 PT 3 P/W	2 Clients with one trainer 30 minutes 3 per week	Taxable	56.50	58.50
2:1 PT 1 P/W upfront	2 Clients with one trainer 30 minutes 1 per week upfront	Taxable	62.50	62.50
2:1 PT 5 sessions	2 Clients with one trainer 30 minutes 10 sessions	Taxable	302.50	302.50
2:1 PT 10 sessions	3 Clients with one trainer 30 minutes 5 sessions	Taxable	585.00	585.00
<b>4791 - Gesac - Sport, Health &amp; Wellbeing - Wellness Centre</b>				
Massage	Massage 30 min Introductory	Taxable	40.00	30.00
Massage	Massage 30 mins	Taxable	60.00	60.00
Massage	Massage 45 mins	Taxable	80.00	80.00
Massage	Massage 60 mins	Taxable	90.00	90.00
Massage	Massage 90 mins	Taxable	130.00	130.00
Beauty Therapy	Upper Lip Waxing	Taxable	10.00	10.00
Beauty Therapy	Chin Waxing	Taxable	10.00	10.00
Beauty Therapy	Stomach Waxing	Taxable	20.00	20.00
Beauty Therapy	Half Leg Waxing	Taxable	25.00	25.00
Beauty Therapy	Three Quarter Leg Waxing	Taxable	35.00	35.00
Beauty Therapy	Full Leg Waxing	Taxable	45.00	45.00
Beauty Therapy	Under Arm Waxing	Taxable	16.00	16.00
Beauty Therapy	Full Arm Waxing	Taxable	30.00	30.00
Beauty Therapy	Half Arm Waxing	Taxable	24.00	24.00
Beauty Therapy	Eyebrow Tint	Taxable	22.00	22.00
Beauty Therapy	Standard Bikini Wax	Taxable	25.00	25.00
Beauty Therapy	G String Wax	Taxable	35.00	35.00
Beauty Therapy	Brazilian Wax	Taxable	45.00	45.00
Beauty Therapy	Upper Back Wax	Taxable	30.00	30.00
Beauty Therapy	Full Back Wax	Taxable	40.00	40.00

DRAFT ANNUAL BUDGET 2018-2019 Schedule of User Charges and Other Fees - Glen Eira Leisure				
User Charges and Other Fees	Description	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Beauty Therapy	Chest Wax	Taxable	40.00	40.00
Beauty Therapy	Shoulders Wax	Taxable	18.00	18.00
Beauty Therapy	Full Spray Tan	Taxable	40.00	40.00
Beauty Therapy	Half Spray Tan	Taxable	25.00	25.00
Beauty Therapy	Facial 30 mins	Taxable	60.00	60.00
Beauty Therapy	Facial 45 mins	Taxable	80.00	80.00
Beauty Therapy	Facial 60 mins	Taxable	90.00	90.00
Hire	Daily Room Hire	Taxable	100.00	100.00
<b><u>4751 - Carnegie Swimming Pool</u></b>				
	General Admission - Adult	Taxable	6.30	6.50
	General Admission - Child	Taxable	3.50	3.60
	Concession/Student	Taxable	4.70	4.80
	Over 70's with Concession swim	Taxable	Not Applicable for 2017-18	2.00
	Spectators	Taxable	2.00	2.00
	Family Pass* (Medicare card)	Taxable	17.00	17.50
	Season Tickets - Adults x 20	Taxable	101.00	105.00
	Season Tickets - Adults x 10	Taxable	56.70	58.50
	Season Tickets - Children x 20	Taxable	56.00	56.00
	Season Tickets - Children x 10	Taxable	31.50	32.40
	Season Tickets - Concession x 20	Taxable	75.20	78.20
	Season Tickets - Concession x 10	Taxable	42.30	43.20
	Family Pass* (Medicare card)	Taxable	425.00	440.00
	Season Pass - Adult	Taxable	260.00	270.00
	Season Pass - Concession	Taxable	215.00	220.00
	Season Pass - Children	Taxable	155.00	160.00
	Lane Hire	Taxable	30.00	33.00
	Half Dive Pool	Taxable	30.00	33.00
	Dive Pool	Taxable	60.00	66.00
Aquatic Education	Per Lesson	Taxable	14.50	15.00
Swim Carnivals	Full Day (Per Hour)	Taxable	190.00	200.00
	Half Day (Per Hour)	Taxable	200.00	210.00
	Entry Fee (Carnivals)	Taxable	3.60	3.60
Casual Hall Hire	During Centre Hours (Per Hour)	Taxable	35.00	Not Applicable for 2018-19

DRAFT ANNUAL BUDGET 2018-2019 Schedule of User Charges and Other Fees - Glen Eira Leisure				
User Charges and Other Fees	Description	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
Birthday Parties	Supervised & Non-catered 6-15years (Per Child)	Taxable	16.00	Not Applicable for 2018-19
Birthday Parties	Flat fee up to 50 guests		Not Applicable for 2017-18	200.00
<b><u>4752 - Caulfield Recreation Centre</u></b>				
Direct Debit Membership	Full Price / Per Fortnight	Taxable	38.40	38.40
	Concession / Per Fortnight	Taxable	30.80	30.80
	New Member / Per Fortnight	Taxable	38.40	29.90
	New Member Concession / Per Fortnight	Taxable	30.80	23.90
Start Up Fee	New Member	Taxable	84.00	84.00
Memberships - Gym and Aerobics	12 Month	Taxable	700.00	735.00
	6 Month	Taxable	493.00	474.00
	3 Month	Taxable	289.00	289.00
	12 Month Concession	Taxable	622.00	650.00
	6 Month Concession	Taxable	437.50	437.50
	3 Month Concession	Taxable	254.00	254.00
Memberships - Gym	12 Month	Taxable	616.00	640.00
	6 Month	Taxable	412.50	412.50
	3 Month	Taxable	238.00	238.00
	12 Month Concession	Taxable	549.00	570.00
	6 Month Concession	Taxable	345.50	345.50
	3 Month Concession	Taxable	233.50	233.50
Membership - Aerobics	12 Month	Taxable	513.00	535.00
	6 Month	Taxable	358.50	358.50
	3 Month	Taxable	210.00	210.00
	12 Month Concession	Taxable	405.00	425.00
	6 Month Concession	Taxable	342.00	342.00
	3 Month Concession	Taxable	164.00	164.00
Teen Gym	Membership	Taxable	21.00	21.00
	Start Up Fee	Taxable	39.00	39.00
	Multi Pass	Taxable	77.50	77.50
Health Club	Casual Health Club	Taxable	20.50	16.50
	Multi Visit Card Concession (10)	Taxable	184.50	160.00
	Challenge Fitness Camp	Taxable	16.50	Not Applicable for 2018-19

<b>DRAFT ANNUAL BUDGET 2018-2019</b> <b>Schedule of User Charges and Other Fees - Glen Eira Leisure</b>				
<b>User Charges and Other Fees</b>	<b>Description</b>	<b>GST Status</b>	<b>Charges per unit 2017-2018 (\$)</b>	<b>Charges per unit 2018-2019 (\$)</b>
Personal Training (45 mins)	Member 1 on 1 session single	Taxable	59.00	59.00
	Member 1 on 1 session - 10 Pack	Taxable	531.00	531.00
	Member Group Single Session (Each)	Taxable	46.50	46.50
	Member Group 10 Pack (Each)	Taxable	418.50	418.50
	Casual 1 On 1 Session Single	Taxable	69.00	69.00
	Casual 10 Pack	Taxable	621.00	621.00
	Casual Group Single Session (Each)	Taxable	50.50	50.50
	Casual Group 10 Pack (Each)	Taxable	454.50	454.50
Personal Training (30 mins)	Member 1 on 1 session single	Taxable	Not Applicable for 2017-18	54.95
	Member 1 on 1 session - 10 Pack	Taxable	Not Applicable for 2017-18	479.50
	Casual 1 On 1 Session Single	Taxable	Not Applicable for 2017-18	64.95
	Casual 10 Pack	Taxable	Not Applicable for 2017-18	509.50
	Member 2 on 1 Session Single	Taxable	Not Applicable for 2017-18	62.50
	Member 2 on 1 session - 5 pack	Taxable	Not Applicable for 2017-18	302.50
	Member 2:1 Session - 10 pack	Taxable	Not Applicable for 2017-18	585.00
	Member Kick Start - 3 Session	Taxable	Not Applicable for 2017-18	99.00
	Member Ultimate Kick Start 3 session & G45	Taxable	Not Applicable for 2017-18	149.00
	Casual Kick Start	Taxable	Not Applicable for 2017-18	114.00
	Casual Ultimate Kick Start 3 session & G45	Taxable	Not Applicable for 2017-18	164.00
Group Fitness	Group Fitness Casual	Taxable	16.50	16.50
	Group Fitness Concession	Taxable	13.50	13.50
	Multi Card Visit (10)	Taxable	148.50	148.50
	Multi Visit Card Concession (10)	Taxable	121.50	121.50
	Premium Direct Debit Membership	Taxable	58.00	58.00
	Premium Casual Member	Taxable	13.00	13.00
	Premium Casual Non Member	Taxable	19.00	19.00
Older Adults	Stay Active casual	Taxable	6.50	6.50
	Stay Active Multi Visit Card Concession (10)	Taxable	58.50	58.50
	Stay Active Direct Debit Membership	Taxable	26.00	26.00
	Casual over 70's with Concession for Seniors classes	Taxable	Not Applicable for 2017-18	2.00
Children's Programs	Childcare - Casuals	Taxable	10.00	10.20
	Childcare - Casuals (Family)	Taxable	14.00	14.30



DRAFT ANNUAL BUDGET 2018-2019 Schedule of User Charges and Other Fees - Glen Eira Leisure				
User Charges and Other Fees	Description	GST Status	Charges per unit 2017-2018 (\$)	Charges per unit 2018-2019 (\$)
	Childcare - Members	Taxable	6.50	6.50
	Childcare - Members (Family)	Taxable	9.50	9.50
	Childcare - Casuals x 10	Taxable	Not Applicable for 2017-18	94.50
	Childcare - Casuals (Family) x 10	Taxable	Not Applicable for 2017-18	132.30
	Childcare - Members x 10	Taxable	Not Applicable for 2017-18	58.50
	Childcare - Members (Family) x 10	Taxable	Not Applicable for 2017-18	85.50
	Vacation Care - daily child rate	Taxable	71.00	78.00
Casual Hall Hire	During Centre Hours	Taxable	36.00	22.00
	Outside Centre Hours	Taxable	92.00	92.00
	Creche Room	Taxable	16.30	16.30
Tennis Court Hire	Per Hour During the Day	Taxable	23.00	23.00
	Per Hour - Term/industry/contract	Taxable	Not Applicable for 2017-18	20.80
	Per Hour - Evenings and Weekends	Taxable	27.00	27.00

**4.3 DECLARATION OF RATES & CHARGES 1 JULY 2018 TO 30 JUNE 2019**

**Author:** John Vastianos, Chief Financial Officer

**Trim No:** 18/1136871

**Attachments:** Nil

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**PURPOSE AND SUMMARY**

To declare the annual rates and charges for the period 1 July 2018 to 30 June 2019 to give effect to the 2018-19 Annual Budget.

**RECOMMENDATION**

That:

- a) The Chief Executive Officer be authorised to levy and recover the general rates, annual service charges and any other amounts described in the report in accordance with the *Local Government Act 1989*; and
- b) Interest be charged on outstanding or overdue rates, charges and sundry debt in accordance with section 172 of the *Local Government Act 1989*.

**BACKGROUND**

In developing the *Strategic Resource Plan* (refer to *Council and Community Plan*), rates and charges were identified as an important source of revenue, accounting for approximately 60 per cent of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. The cap applies to general rates and is calculated on the basis of council's average rates.

The average general rate will increase by 2.25 per cent in line with the rate cap.

Glen Eira continues to have the second-lowest average rates and charges in metro Melbourne.

**ISSUES AND DISCUSSION**

An amount of approximately \$108.18 million (before rebate) is declared as the amount which Council intends to raise by general rates and annual service charges as follows:

- General Rate (including *Cultural & Recreational Land Act Rates*):
  - \$91.794 million (before rebate)
  - \$91.510 million (after rebate)
- Council Pensioner Rebate:
  - (\$0.2842) million
- Annual Service Charge (including commercial):
  - \$16.383 million

**General Rates**

- 1) A general rate be declared for the period commencing on 1 July 2018 and concluding on 30 June 2019;
- 2) It be further declared that the general rate be raised by the application of a uniform rate;
- 3) A percentage of 2.5206 be specified as the percentage of the uniform rate (this percentage may be alternatively expressed as 2.5206 cents in the dollar of Net Annual Value); and
- 4) It be confirmed that the general rate for all rateable land within the municipal district be determined by multiplying the Net Annual Value of each rateable land by that percentage, so that the amount payable be 2.5206 cents in the dollar of the Net Annual Value of the relevant land less any rebate allowable under the 'Rebates' section of this report.

**Annual Service Charges**

- 1) Annual service charges be declared for the period commencing on 1 July 2018 and concluding on 30 June 2019;
- 2) The annual service charges be declared for the collection and disposal (by Council) of refuse within the municipal district; and
- 3) The annual service charges be in the following sums for each rateable/non-rateable land (or part thereof) in relation to which an annual service charge can be levied:

▪ 240 litre Bin	\$416.00
▪ 120 litre Bin	\$207.00
▪ Flats Sharing 240 litre bin	\$207.00
▪ Family 240 litre bin	\$279.00
▪ Litter Management Charge	\$56.00
▪ 240 litre Medical	\$207.00
▪ Additional Recycling	\$30.00
▪ Additional Green Waste	\$30.00

**Cultural and Recreational Lands**

In accordance with section 4(4) of the *Cultural and Recreational Lands Act 1963*, the amount of rates payable in respect of each rateable land to which that Act applies be as follows:

- 1) For land owned or occupied by the Melbourne Racing Club, a rate of 76% of the General Rate in the dollar which would otherwise be payable in respect of the land.
- 2) For land owned or occupied by the Yarra Yarra Golf Club, an amount determined in accordance with an agreement between Council and the Yarra Yarra Golf Club.
- 3) For land owned or occupied by a sporting organisation operating with liquor and/or gaming licence, a rate of 60% of the General Rate in the dollar which would otherwise be payable in respect of the land.
- 4) For land owned or occupied by a sporting organisation operating without liquor or gaming licence, a rate of 50% of the General Rate in the dollar which would otherwise be payable in respect of the land.

**Rebates**

- 1) It be recorded that Council grants to each ratepayer who is an "eligible recipient" within the meaning of the *State Concessions Act 2004* a combined rebate up to a maximum of \$270 (being an amount contributed by State Government & Council) in respect of that land.
- 2) The rebate (Council's contribution) referred to in paragraph 1 be granted:
  - (a) under section 169(1)(a) of the *Local Government Act 1989*;
  - (b) to assist the proper development of the municipal district.
- 3) It finally be recorded that, in Council's opinion, the rebate referred to in paragraph 1 will assist the proper development of the municipal district by partially relieving a specified class of ratepayer of the burden of rate payments; and
- 4) The rebate described in paragraph 1 is not intended to affect any right conferred on any person under section 171(4) of the *Local Government Act 1989*.

**FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS****Rate Cap**

The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. The cap applies to general rates and is calculated on the basis of council's average rates.

The average general rate will increase by 2.25 per cent in line with the rate cap.

The average rates per assessment for 2018-19 is estimated at \$1,393.

**Waste and Recycling**

China's recent ban on receiving certain types of recycling material will see Glen Eira residents facing larger than normal waste charge increases in 2018–19. This ban has severely disrupted recycling markets worldwide with significant impacts being felt in Victoria.

Glen Eira's policy is to levy waste and recycling charges on the basis of cost recovery. This is consistent with the position of the majority of councils given that waste charges are outside the Minister's Rate Cap. The budget reflects both an increase in Waste and Recycling Charges as well as increased contractor expenses.

**POLICY AND LEGISLATIVE IMPLICATIONS****Local Government Act 1989**

- *Declaration of Rates & Charges* – under section 158 and 162, a Council must at least once in respect of each financial year declare by 30 June the amount which the Council intends to raise by general rates, municipal charges, service rates and service charges.
- *Rebates and Concessions* – under section 169, a Council may grant a rebate or concession in relation to any rate or charge.
- ***Valuations of Land Act 1960*** – Council undertakes valuations in accordance with this act. These valuations are used to distribute rates across the Municipality.

**COMMUNICATION AND ENGAGEMENT**▪ ***Budget Advertisements***

The statutory notice was placed in The Age of 3 May 2018. Information was also published in The Leader edition of the week of 7 May 2018.

**LINK TO COUNCIL AND COMMUNITY PLAN**

Theme Five: Informed and Engaged

A well governed Council that is committed to transparency and engages residents in decision-making.

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

**CONCLUSION**

That:

- a) The Chief Executive Officer be authorised to levy and recover the general rates, annual service charges and any other amounts described in the report in accordance with the *Local Government Act 1989*; and
- b) Interest be charged on outstanding or overdue rates, charges and sundry debt in accordance with section 172 of the *Local Government Act 1989*.

#### 4.4 2018 GENERAL REVALUATION RETURN

**Author:** John Vastianos, Chief Financial Officer

**Trim No:** 18/1136387

**Attachments:** 1. 2018 General Revaluation Return - Rodney M Patel of Patel Dore Valuers  
2. 2018 General Revaluation Return - Darren A Hale of Patel Dore Valuers  
3. 2018 General Revaluation Return - Belinda L Macfarlane of Patel Dore Valuers

#### PURPOSE AND SUMMARY

To advise Council of the supplementary valuations completed during the previous General Revaluation cycle (2016 Level), ending on 30 June 2018.

#### RECOMMENDATION

That the report on the General Valuation, effective from 1 July 2018 be received, and subject to any variations recommended by the Valuer General's Office, that the valuation details as tabled be incorporated into Council's records, to become the valuations in force as from 1 July 2018.

#### BACKGROUND

Following the resolution of Council on 7th February 2017, a general revaluation of all rateable and non-rateable properties has been completed.

In accordance with section 7AC of the *Valuation of Land Act 1960* Council has received a 7A certification from the Valuer-General Victoria.

The new level of value as set by the Valuer-General is 1 January 2018, replacing the previous level of value, 1 January 2016.

Section 13DH(2) of the *Valuation of Land Act 1960* requires the Valuers appointed to complete the General Revaluation to make a statutory declaration of impartiality.

Copies of the said declarations of the Valuers, Mr. Rodney Patel, Mr. Darren Hale and Ms Belinda Macfarlane are attached.

#### ISSUES AND DISCUSSION

##### (a) General Valuations

Revaluations are conducted every two years. A detailed listing of all property valuations has been forwarded to the Valuer-General's Office for final approval.

The following is a summary of the valuations for 65,649 rateable assessments (excluding Cultural and Recreational Lands) as submitted to the Valuer-General's Office:

No. of Asses.	SV (\$)	% inc.	CIV (\$)	% inc.	NAV (\$)	% inc.
65,649	54,278,312,000	27.33	72,174,799,200	23.64	3,628,539,950	23.51

**(b) Cultural & Recreational Land Valuations**

Pursuant to the provisions of the Cultural and Recreational Lands Act, 26 properties are classified in this category, with total valuations as follows:

<b>No. of Asses.</b>	<b>SV (\$)</b>	<b>% inc.</b>	<b>CIV (\$)</b>	<b>% inc.</b>	<b>NAV (\$)</b>	<b>% inc.</b>
26	399,129,000	17.68	402,839,000	17.48	20,141,950	17.48

**(c) Non-rateable**

The following is a summary of the valuations for 484 non-rateable assessments as submitted to the Valuer-General's Office:

<b>No. of Asses.</b>	<b>SV (\$)</b>	<b>% inc.</b>	<b>CIV (\$)</b>	<b>% inc.</b>	<b>NAV (\$)</b>	<b>% inc.</b>
484	2,85,723,000	20.09	3,144,061,000	19.13	162,303,750	18.69

**(d) Valuation Totals**

The following is a summary of all valuations for 66,159 assessments (including Rateable, Non-rateable and Cultural and Recreational Lands):

<b>No. of Asses.</b>	<b>SV (\$)</b>	<b>% inc.</b>	<b>CIV (\$)</b>	<b>% inc.</b>	<b>NAV (\$)</b>	<b>% inc.</b>
66,159	57,528,164,000	26.88	75,721,699,200	23.41	3,810,985,650	23.26

**FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

The valuations are used as the basis of the calculation of the general, cultural and recreational and Fire Services Property Levy. General, Cultural and Recreational Lands are budgeted for in the 2018-19 Draft Annual Budget for an amount of \$91,794,792.

Rates are redistributed according to the shift in property values that have occurred in different parts of the municipality. Some ratepayers may experience a change in their rates depending on the type of property they own, where it is located and how its value has moved relative to the average.

**POLICY AND LEGISLATIVE IMPLICATIONS**

- *Valuations of Land Act 1960*
- *Local Government Act 1989*
- *Fire Service Property Levy 2012*

**COMMUNICATION AND ENGAGEMENT**

The statutory notice is issued to ratepayers following the return of supplementary valuations.

**LINK TO COUNCIL AND COMMUNITY PLAN**

Theme Five: Informed and Engaged

A well governed Council that is committed to transparency and engages residents in decision-making.

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

**CONCLUSION**

That the report on the General Valuation, effective from 1 July 2018 be received, and subject to any variations recommended by the Valuer General's Office, that the valuation details as tabled be incorporated into the Council's records, to become the valuations in force as from 1 July 2018.



## DECLARATION OF IMPARTIALITY

I, Rodney M Patel of Patel Dore Valuers Pty Ltd of Suite 1.01, 12-14 Cato Street Hawthorn East, in the State of Victoria, Qualified Valuer, do solemnly and sincerely declare that:-

*In pursuance of the provisions of the Valuation of Land Act 1960, as amended, I was appointed by the Glen Eira City Council to make and return valuations of rateable and non-rateable property within the municipal district of Glen Eira for the purposes of returning the 2018 General Revaluation.*

*Such valuations and returns will be impartial and true to the best of my skill and judgement and will be made by me or under my immediate personal supervision.*

AND I MAKE this solemn declaration conscientiously believing the same to be true and by virtue of the provision of an Act of Parliament of Victoria rendering persons making a false declaration punishable for willful and corrupt perjury.

RODNEY M. PATEL.



Declared at .....CAMBERWELL..... this .....12th.....

day of JANUARY 2017

Before me

Rathbone

DECOFIMP

Heath RATHBONE  
Constable 41526

Camberwell Police Station  
317 Camberwell Road,  
Camberwell VIC 3124

## DECLARATION OF IMPARTIALITY

I, Darren Alan Hale of Patel Dore Valuers Pty Ltd of Suite 1.01, 12-14 Cato Street Hawthorn East, in the State of Victoria, Qualified Valuer, do solemnly and sincerely declare that:-

*In pursuance of the provisions of the Valuation of Land Act 1960, as amended, I was appointed by the Glen Eira City Council to make and return valuations of rateable and non-rateable property within the municipal district of Glen Eira for the purposes of returning the 2018 General Revaluation.*

*Such valuations and returns will be impartial and true to the best of my skill and judgement and will be made by me or under my immediate personal supervision.*

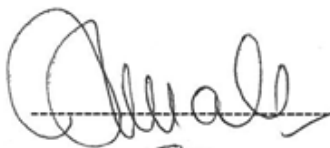
AND I MAKE this solemn declaration conscientiously believing the same to be true and by virtue of the provision of an Act of Parliament of Victoria rendering persons making a false declaration punishable for willful and corrupt perjury.

*Darren Hale*

Declared at ..... DONCASTER ..... this ..... 10TH .....

day of JANUARY 2017

Before me

 CPA 924130 9  
SHEIKH M S AKRAM  
DECOFIMP

## DECLARATION OF IMPARTIALITY

I, Belinda Leah Macfarlane of Patel Dore Valuers Pty Ltd of Suite 1.01, 12-14 Cato Street Hawthorn East, in the State of Victoria, Qualified Valuer, do solemnly and sincerely declare that:-

*In pursuance of the provisions of the Valuation of Land Act 1960, as amended, I was appointed by the Glen Eira City Council to make and return valuations of rateable and non-rateable property within the municipal district of Glen Eira for the purposes of returning the 2018 General Revaluation.*

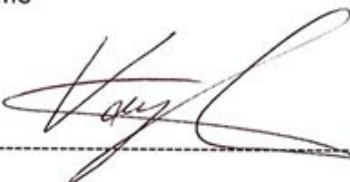
*Such valuations and returns will be impartial and true to the best of my skill and judgement and will be made by me or under my immediate personal supervision.*

AND I MAKE this solemn declaration conscientiously believing the same to be true and by virtue of the provision of an Act of Parliament of Victoria rendering persons making a false declaration punishable for willful and corrupt perjury.

Declared at Caulfield this 11

day of January 2017

Before me



DECOFIMP

Diana Vaynrib  
246-285 Hawthorn Road  
Caulfield 3162  
An Australian Legal Practitioner  
within the meaning of the Legal  
Profession Uniform Law (Victoria)

**4.5 SUPPLEMENTARY VALUATIONS 1 JULY 2016 - 30 JUNE 2018**

**Author:** John Vastianos, Chief Financial Officer

**Trim No:** 18/1136381

**Attachments:** Nil

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**PURPOSE AND SUMMARY**

To advise Council of the supplementary valuations completed during the previous General Revaluation cycle (2016 Level), ending on 30 June 2018.

**RECOMMENDATION**

That Council notes the report.

**BACKGROUND**

The 2016 General Revaluation was returned to Council on 28 June 2016, with values set at a level of value as at 1 January 2016 with each property's valuation reflecting its condition at that time.

Supplementary valuations are necessary during the General Revaluation cycle to correct valuation errors as well as to take into account any properties that are subdivided, consolidated or improved. Supplementary valuations are done at the same level of value as set for the General Revaluation, but reflect the current condition of the property at the time of making the valuation.

The power for making the supplementary valuations is set down in Section 13DF of the *Valuation Land Act 1960*.

Since the return of the 2016 General Revaluation, effective from 1 July 2016, there has been 23 supplementary valuation returns completed (refer table attached). This has resulted in an increase in the Site Valuation of \$63.51m (0.14%), for Capital Improved Value an increase of \$1.708b (2.78%) and an increase of \$87.08m (2.81%) for Net Annual Value.

Following the 2016 revaluation, each line in the table represents the supplementary valuation returned by Council's valuers for the 2 year cycle. Each return contains a number of properties which have had a material change e.g. additions, demolitions and sub-divisions. Generally negative valuation returns occur where there has been an objection or correction to the valuation data and the valuation has been adjusted downwards.

Site Value movements are at a lower rate as very little "new" land is created, and any increase or decrease is due to re-subdivision or from properties losing non-rateable status. If there is a decrease in site values only, these relate to objections to site valuations received from the State Revenue Office (SRO) as a result of Land Tax Notices.

**ISSUES AND DISCUSSION**

The 2016 General Revaluation was conducted under the two-yearly cycle process.

The table below details the increases and decreases to the valuation totals resulting from these supplementary valuations.

Return Number	Effective Date	Site Value (\$)	Capital Improved Value (\$)	Net Annual Value (\$)
Rateable	1/07/2016	42,968,300,077	58,720,117,649	2,955,058,533
Non Rateable	1/07/2016	2,373,881,000	2,639,229,000	136,746,450
<b>Total Valuations</b>	<b>1/07/2016</b>	<b>45,342,181,077</b>	<b>61,359,346,649</b>	<b>3,091,804,983</b>
2016/1 Rateable	1/07/2016	11,253,000	147,208,000	8,590,350
2016/1 Non-Rateable	1/07/2006	-1,193,000	-1113000	-55,650
2016/2 Rateable	1/07/2016	4,651,000	38,823,000	1,989,400
2016/2 Non-Rateable	1/07/2016	-	-35,000	-1,750
2016/3 Rateable	1/08/2016	102,000	34,859,000	1,732,250
2016/4 Rateable	1/09/2016	-3,726,000	97,534,000	4,929,100
2016/4 Non-Rateable	1/09/2016	1,300,000	1,300,000	65,000
2016/5 Rateable	1/10/2016	-2,171,000	77,115,000	4,078,750
2016/5 Non-Rateable	1/10/2016	2,190,000	2,945,000	147,750
2016/6 Rateable	1/11/2016	11,247,000	243,570,000	12,178,500
2016/7 Rateable	1/12/2016	-3,013,000	46,370,000	2,313,500
2016/7 Non-Rateable	1/12/2016	-1,060,000	-1,210,000	-60,500
2016/8 Rateable	1/01/2017	-7,974,000	-46,780,000	-3,583,000
2016/8 Non-Rateable	1/01/2017	7,170,000	45,270,000	3,507,500
2016/9 Rateable	1/02/2017	702,000	176,370,000	8,869,000
2016/9 Non-Rateable	1/02/2017	-2,035,000	-2,255,000	-112,750
2016/10 Rateable	1/03/2017	-1,600,000	64,233,000	3,211,650
2016/11 Rateable	1/04/2017	980,000	64,043,000	3,202,150
2016/11 Non-Rateable	1/04/2017	-2,970,000	-4,830,000	-241,500
2016/12 Rateable	1/05/2017	-4,820,000	69,615,000	3,480,750
2016/13 Rateable	1/06/2017	-882,000	105,000	5,250
2017/1 Rateable	1/07/2017	35,471,000	107,222,000	5,402,350
2017/1 Non-Rateable	1/07/2017	-9,015,000	-9,170,000	-458,500
2017/2 Rateable	1/08/2017	1,054,000	66,233,000	3,311,650
2017/3 Rateable	1/09/2017	2,817,000	40,650,000	2,033,500
2017/3 Non-Rateable	1/09/2017	-2,160,000	-2,160,000	-108,000
2017/4 Rateable	1/10/2017	-5,865,000	51,340,000	2,567,000
2017/5 Rateable	1/11/2017	3,162,000	94,475,000	4,722,250
2017/6 Rateable	1/12/2017	-3,770,000	-5,363,000	-283,150
2017/7 Rateable	1/01/2018	10,800,000	140,925,000	7,046,250
2017/8 Rateable	1/02/2018	4,340,000	64,940,000	3,245,000
2017/9 Rateable	1/03/2018	6,812,000	29,820,000	1,491,000
2017/9 Non-Rateable	1/03/2018	-605,000	-605,000	-30,250
2017/10 Rateable	1/04/2018	10,518,000	74,880,000	3,784,500
2017/10 Non-Rateable	1/04/2018	1,802,000	2,260,000	113,000
<b>Total Supplementary Adjustments</b>		<b>63,512,000</b>	<b>1,708,584,000</b>	<b>87,082,350</b>
<b>Closing Balances</b>		<b>45,405,693,077</b>	<b>63,067,930,649</b>	<b>3,178,887,333</b>

**FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

The supplementary valuation process over the past two years has resulted in additional rate and waste collection income. During the period of the 2016 revaluation cycle a total of over \$1.61m has been raised in general rates and service charges and over \$216k in fire services property levies from these supplementary valuations.

**POLICY AND LEGISLATIVE IMPLICATIONS**

- ***Valuations of Land Act 1960***  
Council undertakes valuations in accordance with this act. These valuations are used to distribute rates across the Municipality.
- ***Local Government Act 1989 section 158A***  
*Rates and charges to be levied on each occupancy.*

**COMMUNICATION AND ENGAGEMENT**

The statutory notice is issued to ratepayers following the return of supplementary valuations.

**LINK TO COUNCIL AND COMMUNITY PLAN**

Theme Five: Informed and Engaged

A well governed Council that is committed to transparency and engages residents in decision-making.

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

**CONCLUSION**

That Council notes the report.

**5. URGENT BUSINESS**

**6. CLOSURE OF MEETING**